Committed to Excellence in Defense of the Nation

COMMUNIQUÉ

SPRING 2012

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

Senate Select Committee on Intelligence
ENGAGEMENT
EXPERTISE
Analysis
U.S. Central Command
Resources
DIA
Collections
INTEGRATION
Counterproliferation
IC Partners
Director of National Intelligence
Secretary of Defense
NATO
U.S. Pacific Command
One Mission. One Team. One Agency.
nal Security Assistance Force
COLLABORATION
Counternarcotics
Strategic Warning
$30.00
5037741
INSERT
DIO
FARECARD
VALUE

Your Ticket to Today's Defense Intelligence Officers

SPRING 2012 · Volume 25/Number 1

COMMUNIQUÉ

A Defense Intelligence Agency Publication

LTG Ronald L. Burgess Jr.
Director, DIA

Jane A. McGehee
Chief, Agency Communications and Branding

Dana M. Black
Managing Editor

Christina A. Cawley
Jennifer M. Redding
Christine D. Wolfe
Editorial Staff

Brian D. Nickey
Design/Layout

Graphic Design and Publishing Services Branch
Printing and Posting

DIA's Communiqué is an authorized agency information publication, published for employees of DIA and members of the defense intelligence community. Contents of the Communiqué are not necessarily the official views of, or endorsed by, the U.S. government or the Department of Defense. Articles are edited for style, content and length. Correspondence should be addressed to: DIA Communiqué, Public Affairs Office, 200 MacDill Blvd., Joint Base Anacostia-Bolling, Washington, D.C., 20340. Telephone: 202-231-0814 (DSN: 428-0814). The DIA Public Affairs Office welcomes your comments, which may be emailed to our Internet address at DIA-PAO@dodiis.mil or to our JWICS email address at diem908-DIA@dodiis.ic.gov.

www.dia.mil

Article Submission Deadlines

Summer 2012 issue — May 11, 2012
Fall 2012 issue — July 11, 2012

spring 2012

·: HEADLINES

Enhancing Expertise: Joint Program Takes Employees to Europe and Eurasia 2
By Col Kurt Marisa, USD(I)

Inherently Governmental Functions: Redux 3
By Dr. David Frick, AE

Reading Between the Lines: Intelligence and Policy in Vietnam 3
By CDR Youssef Aboul-Enein, DI

DIA Forges Ahead to Implement Strategy 5
By Dr. Daneta Billau, CE

A Day in the Life of a DIA Student at the U.S. Naval War College 6
By Dr. Richard Shuster, MC

Bridging the Gap: My Deployment with Polish Forces 8
By SFC Dagmara Lawhorn, J2

Strategic Warning for the Next Generation 10
By Bob Kells, J2

Post of the Month: U.S. Defense Attaché Office Amman 12
By the Defense Counterintelligence and Human Intelligence Center, DX

Stretching Our Potential: Researching New Flexible Workplace Arrangements 15
By the Equal Opportunity & Diversity Office, EO

DIA's All-Source Analysis Gets a Hand from NGA Support Teams 16
By the National Geospatial-Intelligence Agency's Support Team to DIA

AFRICOM Field Tests Rapidly Deployable Communications System in Uganda 17
By MAJ Bryant Springer, AFRICOM

Forging Educational Partnerships across Borders 31
By Richard Owens and Dr. Mir Sadat, MC

·: EXECUTIVE VISION

Defense Intelligence Officers: Areas of Responsibility 18
By the Agency Communications and Branding Division , CP

Deputy Director Shedd Revitalizes the Defense Intelligence Officers 20
By the Agency Communications and Branding Division, CP

Senat
POTU
NATO
Commonwealth Partners
Analysis
18

Defense Intelligence Officers and the March of History 22
By Dr. Michael Petersen, CP

In Their Own Words: The DIOs Discuss Their New Job Description 25
By the Agency Communications and Branding Division, CP

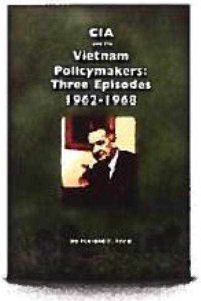
SITES of DIA 32

PROFILES

Professional Profile: Michael Kuhn, FE 33
Professional Profile: Helen Avery, DC 34
Professional Profile: Drexel Agee, DC 35

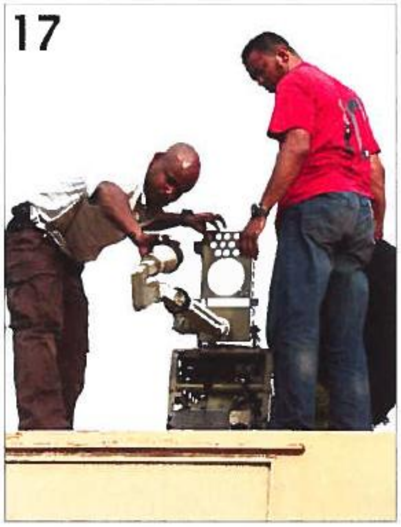
PHOTO OP 36

3

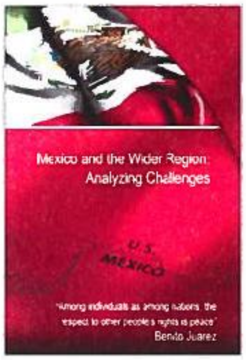

CIA and the Vietnam Policymakers: Three Episodes 1962-1968

6

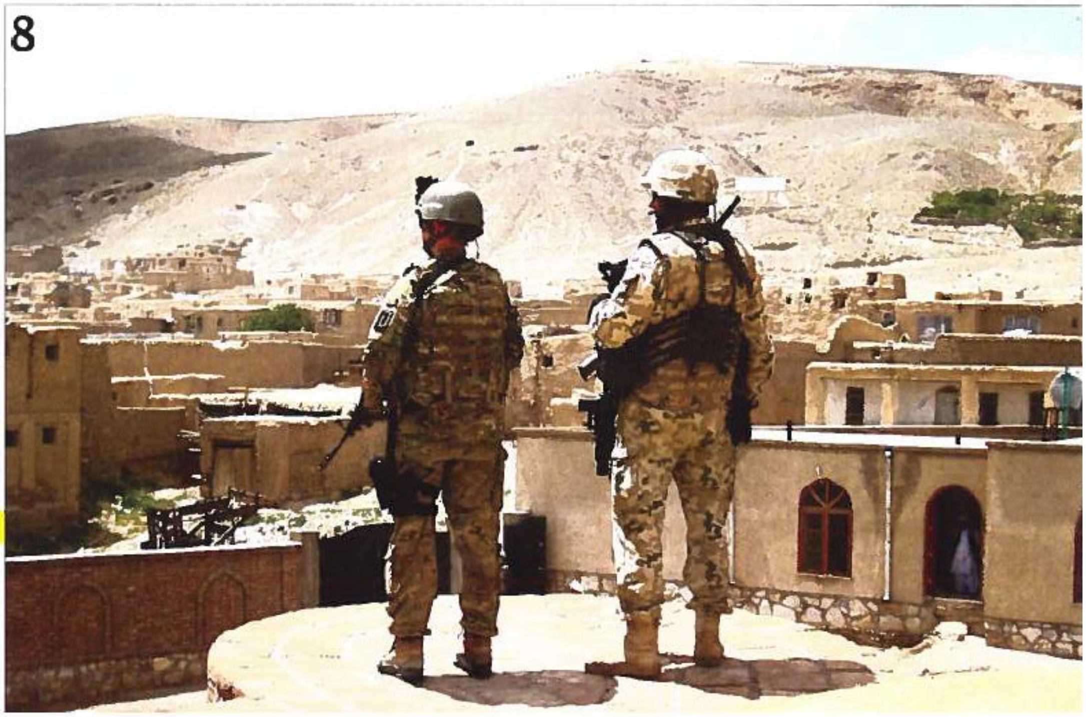
17

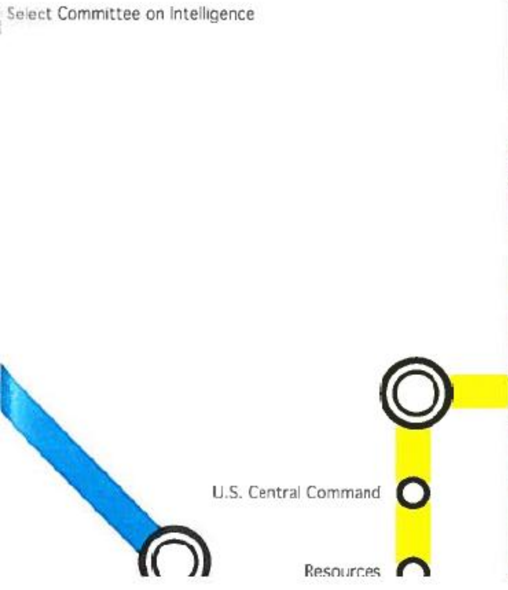


31


Mexico and the Wider Region: Analyzing Challenges
U.S. MEXICO
"Among individuals as among nations the respect to other people's rights is peace" Benito Juarez

8




Select Committee on Intelligence
U.S. Central Command
Resources

ENHANCING EXPERTISE:
Joint Program Takes Employees to Europe and Eurasia

By Col Kurt Marisa, USD(I)

A Department of Defense education program offered DIA officials the chance to strengthen their specialized regional knowledge and foreign language ability.

As a part of the Joint Foreign Area Officer (FAO) Skills Sustainment Pilot Program (JFSSPP), 18 senior FAOs — including eight current and former DIA employees — participated in a Europe and Eurasia Advanced FAO Studies Program in the fall of 2011 in Germany and Belgium.

During the program the participants had the opportunity to receive graduate-level academic lectures, participate in language training and engage in strategic-level discussions and analysis relating to U.S. security and defense interests in the region.

In Germany the participants gathered in Oberammergau for a week-long seminar at the NATO School featuring FAO and language policy planning sessions, lectures by noted Russia experts Marie Mendras, Roy Allison and Roger McDermott, and mentoring meetings with junior Eurasia FAOs at the Marshall Center in Garmisch. After class several DIA participants climbed to the top of the Kofel Mountain that towers over the picturesque Bavarian town. The group also had the opportunity to go to a German beer making (and sampling) course at nearby Murnau. After a day of touring "Mad King Ludwig's" castles, the participants traveled to Stuttgart for discussions at U.S. European Command (USEUCOM) and U.S. Marine Corps Forces, Europe. The participants met with RADM Mark Montgomery, USEUCOM's deputy director for plans, policy, and strategy, who shared his thoughts on FAO education and training, and praised the contributions that FAOs make to the command and Department of Defense (DOD) on a daily basis.

The group next traveled to Brussels, Belgium, for discussions at the U.S. Mission to the European Union and U.S. Mission to NATO. VADM Richard Gallagher, U.S. representative to the NATO Military Committee, met with the group to share his thoughts about strategic leadership and NATO's future. The group also met with several military representatives from other NATO member nations who provided candid responses to the participant's many questions. The program concluded with briefings and discussions at Supreme Headquarters Allied Powers Europe in Mons and a visit of the battlefield at Waterloo.

Identifying foreign-language ability and specialized regional knowledge as mission critical skills, JFSSPP provides skill sustainment and professional education to FAOs from all services and DOD civilians. The Naval Postgraduate School in Monterey, Calif., hosts JFSSPP on behalf of the Office of the Secretary of Defense's Defense Language Office. For more information on JFSSPP, go to https://fao.nps.edu.

Photo courtesy of JFSSPP

Students with the Joint Foreign Area Officer Skills Sustainment Pilot Program gathered at the NATO School in Oberammergau, Germany, for a week-long seminar.

Inherently Governmental Functions: REDUX

By Dr. David Frick, AE

The Winter 2012 Communiqué featured an article on proper functions for the contractor workforce, and now another new federal issuance has further refined the definition of inherently governmental functions.

In Policy Letter 11-01, the Office of Federal Procurement Policy (OFPP) in the Office of Management and Budget has published further guidance on appropriate and practical aspects of working with contractor employees.

How does this policy letter affect DIA? In short: not much, but, the line between inherently governmental and not inherently government may have been further explained.

The formal definition of "inherently governmental functions," built around the well-established statute in the Federal Activities Inventory Reform Act, is still operative. Inherently governmental functions include exercising discretion, authorizing the use of public funds, commanding troops, supervising other federal employees, binding the government to take or not take some action, making decisions of public policy, or taking actions that significantly affect the life, liberty or property of private persons.

But the latest OFPP policy letter went one step further, clarifying jobs that approach the inherently governmental. Officials must now be more cognizant of work performed by contractor employees that is "closely associated" with inherently governmental functions. These closely associated activities include duties that approach inherently governmental functions due to the nature and performance of the work and, if not tightly controlled, could result in the contractor employee performing tasks reserved for federal employees. Officials must give special attention to these contractor activities to guard against them crossing that line.

From a practical perspective, leaders now have an additional burden. In all agency acquisitions, decision-makers have always had to ensure that procured work does not include inherently governmental functions; now leaders will also have to give special consideration to determining whether the procurement includes work that is closely associated with these functions. Leaders will have to consider giving federal employees these duties or, if contractors are employed, pay special attention to contractor performance in order to ensure the work does not expand into prohibited areas.

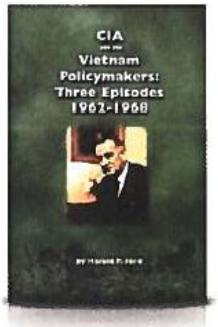
In the end, OFPP is asking us to be a bit more discerning in our collective oversight role with regard to contractor employees. Is this a precursor of more changes to come? There does not appear to be a movement in Congress to further define inherently governmental functions, but it's clear that they're asking us to err on the side of caution.

Reading between the Lines: INTELLIGENCE and Policy in Vietnam

By CDR Youssef Aboul-Enein, DI

This book is a useful work for those who want to understand the effect of intelligence judgments on policy decisions.

As an adjunct faculty member at the National Intelligence University, I have the pleasure of immersing my mind in what students are reading for their classes. I recently spent time reading the declassified study by former Acting Chairman of the National Intelligence Council Harold Ford. His "CIA and the Vietnam Policymakers: Three Episodes 1962-1968" offers a penetrating look at the interplay of intelligence and policymaking in the early phases of the Vietnam War leading up to the 1968 Tet Offensive.



Ford discusses difficult issues that intruded on the formulation of intelligence during that time, most notably what he terms "policy wish." He highlights that Director of Central Intelligence (DCI) John McCone played a key role in this intrusion. During the John Kennedy administration, intelligence disagreements focused on what was happening in the liberated colonies of former French Indochina, between what would evolve into North and South Vietnam. The first episode provides readers insight into the contentious drafting of National Intelligence Estimate (NIE) 53-63, in which senior officials clung to optimism that most of the 14,000 U.S. military personnel

then in South Vietnam could be withdrawn by the end of 1965. Attempts to revise the NIE in the face of popular unrest in South Vietnam over the Ngo Dinh Diem regime, which culminated in the alienation of the Buddhist clergy, was suppressed by McCone in spite of analysis that predicted an attempted Diem coup. The DCI blamed the intelligence failure on America's heavy dependence on distorted South Vietnamese reporting, but Ford warns, "Distortions of reality, some wishful, some more deliberate, persisted until the expulsion of the American presence in Vietnam 12 years later, and definitely contributed to that outcome."

The second episode discusses the intelligence process that would lead President Lyndon Johnson's decision to escalate American military operations in Vietnam, a process that lasted from 1963 to 1965. After the assassination of Diem and Kennedy within a month of each other, it became clear that South Vietnam remained unstable and the U.S. would need to find new avenues for victory over the Communist infiltration from the North. The intelligence debates now centered on the efficacy of a whole range of options, from deployment of ground forces to bombing the North, or some combination of the two. These debates not only involved intelligence analysis on likely reactions from North Vietnam, China and the Soviets, but an argument that bombing alone would not be a solution to the unstable regime in South Vietnam. The debate would eventually be interrupted by Viet Cong attacks in 1965 on U.S. installations in Pleiku and Qui Nhon, which marked a turning part in the Americanization of the Vietnam War, beginning with bombings in the North and the deployment of 3,500 Marines to protect U.S. bases in Danang. McCone's thinking on Vietnam evolved; he began to advise Johnson that bombing the North alone would not work and that there would be no improvement in the situation until the legitimacy of the South Vietnamese government could be addressed. By then, however, as readers learn, Johnson had frozen out the DCI and sought his advice from other sources.

The third episode covers the performance of American intelligence analysis in the lead up to the 1968 Tet Offensive and GEN William Westmoreland's order of battle assessment. Westmoreland held on to optimistic views that the Viet Cong had led 250,000 operatives inside South Vietnam when estimates put the number at half a million. With this order of battle assessment, senior policymakers would ignore National Security Agency alerts, GEN Frederick Weyand's III Corps assessments and Saigon Station warnings on the eve of Tet because they feared political embarrassment from the erroneous assessments.

The book ends with difficult questions, particularly about presenting unvarnished intelligence assessments when you know this would not be welcome by the president and his advisers. This is a useful work for those who want to understand the effect intelligence judgments have or do not have on policy decisions. Ford touches on all the classic cases of biases through actual case studies and takes a critical assessment of not just senior policymakers but senior intelligence officials within CIA. It is a required read for the consummate student of intelligence. ·:

Editor's note: CDR Aboul-Enein is a subject matter expert on violent Islamist ideology in the Joint Intelligence Task Force for Combating Terrorism, as well as an adjunct military professor for Middle East counterterrorism analysis at the National Intelligence University. He is author of "Militant Islamist Ideology: Understanding the Global Threat" and the upcoming book "Iraq in Turmoil: Historical Perspectives of Dr. Ali al-Wardi from the Ottoman Empire to King Feisal."

THE VIETNAM CAULDRON:
Defense Intelligence in the War for Southeast Asia

DIA AND THE VIETNAM WAR

The Defense Intelligence Historical Perspectives series is designed to provide an understanding of DIA's participation in military and intelligence developments of the last half century. In the latest installment of the series, DIA historian Michael Petersen examines DIA's role in the Vietnam War and how the newly formed agency struggled to find its voice during the conflict.

Copies of "The Vietnam Cauldron: Defense Intelligence in the War for Southeast Asia, 1963-1975" are available now on JWICS, throughout DIA Headquarters or by contacting DIA's Historical Research Division at 202-231-8936.

DIA Forges Ahead to IMPLEMENT Strategy

By Dr. Daneta Billau, CE

The agency has outlined the 10 initiatives necessary to put the new DIA strategy into action.

In early October, the agency approved the 2012-2017 DIA Implementation Plan which matches the 2012-2017 DIA Strategy's four goals and 12 objectives with corresponding initiatives. The implementation plan enacts the strategy's "One Mission. One Team. One Agency." mantra, representing a new way of business that espouses a corporate approach anchored in collaboration, integration and innovation.

By the end of 2011, the implementation plan was in full swing, investigating what the agency does well and how it might improve. This process resulted in fruitful discussion of what DIA looks like today, where it wants to be by 2017 and the challenges the agency will face in getting there.

With this information in hand, Director LTG Ronald Burgess Jr. held a Leadership Offsite in January, at which senior leaders discussed the agency's investments for the fiscal years (FY) 2014-2018. With an enhanced appreciation of where the agency could accept risk while implementing new, cross-cutting initiatives to meet defense intelligence demands, senior leadership uncovered some very difficult issues that must be addressed to define DIA's path forward. Participants identified and approved 10 "must-do" initiatives deemed critical to the success of the DIA strategy, which are slated for inclusion in the FY14-18 budget builds.

To carry through on this momentum, DIA's director and deputy director have appointed a cadre of strategy champions to facilitate agency-wide initiatives and provide progress reports directly to the Command Element. These seniors will cut across the organization, irrespective of traditional hierarchy, to implement key programs, enhance corporate communications, translate performance outcomes and requirements into budget submissions and gauge progress using impact-driven performance measures tied to desired outcomes.

These are challenging times for the intelligence community and, by extension, DIA. The unyielding national security demands in an austere fiscal environment will force tough resource decisions in the coming months and years. The new strategy represents a new way of doing business for DIA that will help guide the agency through an uncertain and complex future.

DIA'S 10 "MUST-DO" INITIATIVES

1.1.1	Warning Framework
1.1.3	Integrated Science & Technology Intelligence (S&TI) Framework
1.2.1	Defense Intelligence Officer/Defense Intelligence Integration Officer Working Groups
1.3.1	Crisis Contingency Response
2.1.1	Cross-directorate Efficiencies
2.2.1	Total Workforce Management
3.3.3	Expand Innovation Outreach
4.1.2	Performance Management
4.2.1	Achieve Unqualified Financial Audit
4.3.1	Agency-wide Planning Processes

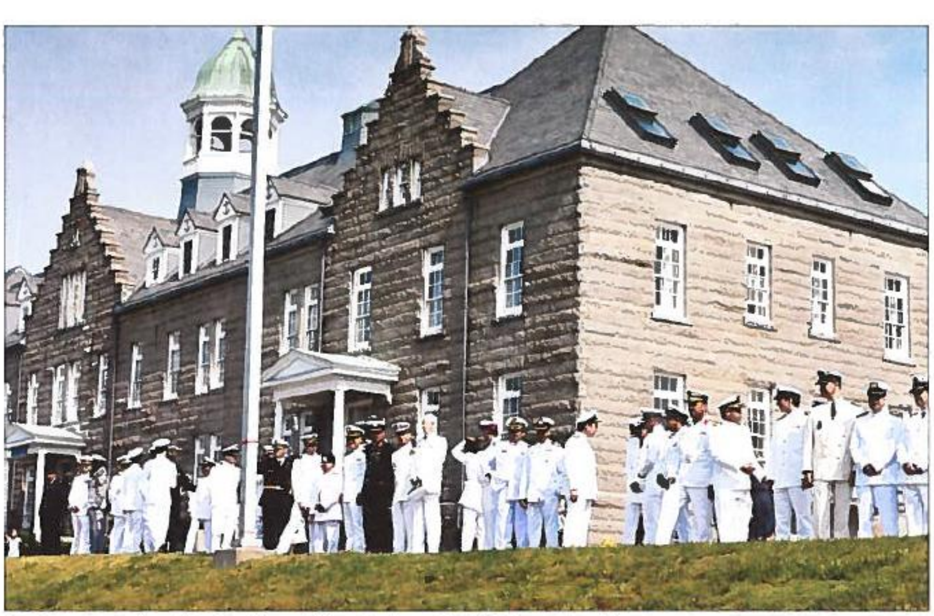
A DAY in the LIFE of a DIA Student at the U.S. Naval War College

By Dr. Richard Shuster, MC

Want to know what life at the Naval War College is like for a DIA civilian? This article takes you through the experience.

You find yourself cursing your luck as you slow down, stuck momentarily behind a tractor traveling south on East Main Road on the way to Rhode Island's Naval Station Newport, home of the Naval War College. The grumbling turns quickly into a chuckle when you realize how spoiled you have become. Your prior commute to DIA Headquarters via the Beltway, George Washington Parkway, I-395 or South Capitol Street was never less than 45 minutes in good weather. You now face a daily 12 minute drive — maybe 15 minutes on a bad day — with some nice views of farmland and Narragansett Bay thrown in for good measure. You make it through the main gate in no time and find ample parking just across the street from classes.

The classroom itself is an experience far removed from the offices and halls of DIA HQ or the Pentagon. Here, the sounds of seagulls greet you through the open windows. A fresh sea breeze fills the room, and the view from the windows presents you with the Newport Bridge, an assortment of sailboats and cormorants sunning themselves on the rocks. Thoughts of vacation, however, are dashed when you look around the room at the faculty members and the other 14 students. Your professors, a mix of academics and officers, bring a wealth of experience to the table. As one of three DIA students enrolled in the Naval War College, you are often the lone civilian in the class. Around you are a group of highly qualified officers from all the armed services: a Marine intelligence officer that served in Iraq and Afghanistan; an Army colonel with 15 years command experience; an Air Force lieutenant colonel who specializes in communications; a Coast Guard captain who has a flair for logistics; and half a dozen Naval officers who served as surface warfare officers, F-18 pilots or submariners around the world. Each class also has one or two international officers of equivalent rank and experience who add their unique perspectives and depth of knowledge to the daily graduate discourse. Although there are lectures for each core course, seminar discussions dominate the learning environment.



Students gather for the Naval War College's 2011 graduation.

As a student enrolled in the senior level College of Naval Warfare, you must complete three trimesters of study, each roughly 13 weeks in length. In addition, you must enroll in three electives, one per trimester. Electives run the entire gamut of contemporary military and strategic affairs, including classes in terrorism, nuclear strategy and counterinsurgency. The Naval War College has developed three core courses — Joint Military Operations (JMO), Strategy and Policy, and National Security and Decision Making — as independent courses of study to accommodate the College of Naval Warfare's unique system

> "The War College is a place of original research on all questions relating to war, and to statesmanship connected with war, or the prevention of war."
>
> — *RADM Stephen B. Luce, first president of the Naval War College, 1884*

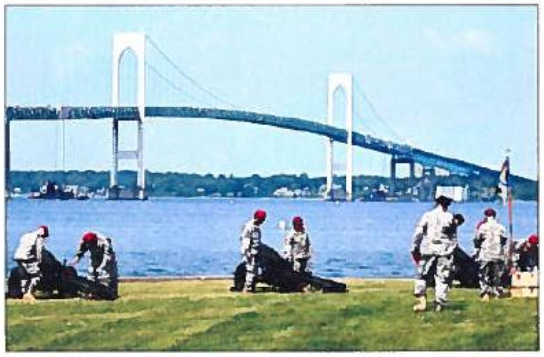
of matriculating and graduating students in November, March and June. While the courses are interrelated, the school develops and delivers them as independent courses.

In the JMO course, you will study the theater-strategic and operational levels of war across the range of military operations. This course builds upon the Joint Professional Military Education learning objectives, as defined in the chairman of the Joint Chief of Staff's Officer Professional Military Education Policy, and prepares students for the operational arena by emphasizing operational planning and joint-force application to achieve military objectives. The course examines joint operations from the standpoint of the combatant commander and Joint Task Force commander, enhances joint attitudes and perspectives, and increases understanding of service cultures. In JMO, you must write a research paper on a theater-strategic or operational-level issue that advances the relevant literature and demonstrates critical reasoning skills. In addition, you will participate in the CAPSTONE Planning Exercise that allows you to apply the principles and concepts of the course in a realistic staff environment.

The Strategy and Policy course, designed to teach students to think strategically and to prepare them for positions of strategic leadership, is often the trimester that students like best. The course examines leading strategic theorists on war and then analyzes a number of major case studies from various points in history. First, the works of major strategic thinkers — such Clausewitz, Sun Tzu, and Mahan — provide an analytical framework that students can use to understand the interrelationship of the realms of policy, strategy, and operations. Second, the case studies provide an opportunity to evaluate the ways in which political leaders and strategic planners have tackled the challenges associated with the use of force to attain national objectives. In this course, you must write two papers that examine critical questions arising from the case studies in order to demonstrate critical analysis and to stimulate discussion within the seminar.

As a student in the National Security Decision Making course, you will focus your studies on the effective selection and leadership of military forces within the constraints of available national resources. Three sub-courses — Security, Strategy, and Forces; Decision Making and Implementation; and Policy Making and Process — will assist you in developing conceptual frameworks for assessing national security issues. You will apply concepts from a diverse set of readings to actual case studies or issues drawn from the national security environment. About a half-dozen lectures and panels per trimester allow outside experts to share their perspectives with the class. Assignments include seminar exercises in crisis response, negotiations, regional strategic assessments, national military strategy and total force planning, as well as an extensive written examination or paper that requires students to synthesize, integrate and apply course concepts to real-world problems.

Photos courtesy of Richard Shuster



▲ The school graduates thousands of officers from all services and civilians from across the federal government.

◀ The War College boasts an impressive view of Rhode Island's Newport Bridge.

In addition to devoting your time to the core courses and electives, you can also attend a number of lectures and briefings from some of our country's top military and civilian leaders. In addition, you can sit in on daily lectures on a variety of strategic, operational and tactical issues. If you have an extra hour or two, you can always stroll through the Naval War College Museum and see exhibits on the history of naval warfare and the naval heritage of Narragansett Bay.

Graduation from the Naval War College will arrive soon enough in June. At that moment, you will likely reflect on your time spent at an institution that has graduated thousands of officers from all services, as well as civilians from across the federal government, since 1884, when Secretary of the Navy William E. Chandler signed General Order 325 "for an advanced course of professional study for naval officers." Although the curriculum and class dynamics have changed over the years, RADM Stephen B. Luce's original vision of the school as "a place of original research on all questions relating to war and to statesmanship connected with war, or the prevention of war" remains a core mission to this day. With a deeper understanding of historical and contemporary military and international issues and a greater appreciation of the capabilities of our armed forces and joint operations, you will resume your career at DIA with sharpened critical-thinking and research skills and a long list of new professional and personal contacts.

BRIDGING the Gap: My Deployment with Polish Forces

By SFC Dagmara Lawhorn, J2

One soldier relays her experience serving alongside DIA's international partners in Afghanistan.

Photos courtesy of SFC Dagmara Lawhorn

▲ SFC Dagmara Lawhorn interacts with local Afghan children while on patrol in Ghazni City.

◄ While in Afghanistan, Lawhorn performs gunner operations during a mission.

In a time of technological advance, global communication and intellectual cooperation, it is rare to find any entity operating in isolation. The world continues to grow smaller, and with that, conflicts are more frequently addressed through international partnerships and collaboration between countries and their governments and militaries.

As a key part of any international partnership, it is vital that the intelligence community reflect and support the changing pace of both conflict and peace. For more than 50 years DIA has proven to be no stranger to this dynamic, continuing to deploy assets and skill sets to match the needs of an ever-changing world.

I am a testament to this commitment.

While conducting a 12-month deployment in Regional Command East, Afghanistan, in the early months of 2011, the leadership of the First Armor Division identified the need for a counter-improvised-explosive device (CIED) analyst that was fluent in the Polish language. Knowing that few individuals could support such a specific requirement — but still committed to placing subject matter experts where they are needed most — DIA single-handedly supported and funded a billet to fulfill this requisition. I, a Polish-born immigrant with exactly that analytic background, filled that billet. By March 2011 I began a six-month tour directly supporting the IX Polish Forces Rotation in Ghazni Province, Afghanistan.

The ability to simultaneously serve the needs of my country and those of my birth country was both rewarding and surreal. Learning to operate under the construct of a foreign partner's military enhanced my own abilities as a soldier and leader, and gave me a greater appreciation for what it means to work as a team regardless of the differences between countries and cultures.

Additionally, the deployment was a rare opportunity to learn firsthand how our international partners operate on the battlefield and provide and receive feedback of vital importance to our kinetic and non-kinetic operations. I felt honored to be a part of a process that gave a soldier like me the opportunity to showcase all her skills, allowing me to perform both as a CIED analyst and a linguist simultaneously. Being responsible for mitigating cultural and language barriers also gave me a new found respect for those who provide linguistic skills on a regular basis.

The hope is that the relationships forged during my deployment will, at the least, reassure the IX Polish

rotation that their time in Afghanistan was a truly joint experience and supported on all levels by the international community. Bridging the cultural differences while balancing the need to successfully complete the mission reflects the ability of the International Security Assistance Force and NATO communities to work as a whole — but this success goes beyond just the borders of Afghanistan. It reiterates the continued need for the U.S and its allies to cooperate together through information sharing, partnership exercises and joint operations. In an ever-shrinking world, putting aside our differences will allow the cooperative accomplishments of the many to achieve one common goal both at home and abroad.

Lawhorn patrols Ghazni City, Afghanistan, with a Polish soldier during her deployment.

Your Spring Edition
Coming Soon

ICQ
Intelligence Community Quarterly

Written by, for & about members of the IC workforce

Visit **www.dni.ic.gov** or email:
diem908-DIA@dodiis.ic.gov (s)

STRATEGIC WARNING for the Next Generation

By Bob Kells, J2

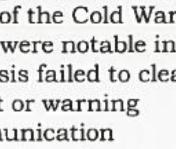
A new working group has refined DIA's process for providing policymakers critical indications and warning.

DIA's new strategy reinvigorates one of the agency's core missions — providing strategic warning to Department of Defense (DOD) decision-makers. The strategy's Objective 1.1.1 charges the agency to "develop and implement an integrated defense intelligence warning capability to prevent strategic surprise, deter conflict and identify opportunities." The Defense Warning Working Group (DWWG), led by the Directorate for Intelligence (J2), is DIA's designated champion for this objective and has already started implementation plans. The results of the warning transformation process will affect how warning intelligence is collected, assessed and conveyed to decision-makers and warfighters alike. Warning in DOD has a long and varied history. U.S. intelligence organizations in the late 1940s developed lists of indications for key activities that an adversary — whether it was the Soviet Union, communist China or North Korea — would have to take to prepare for war. This indications and warning methodology proved effective in foreseeing threats during the stable strategic environment of the Cold War. Nonetheless, there were notable instances in which analysis failed to clearly identify the threat or warning communication was not convincing enough to move decision-makers to take preventative action.

Today's strategic environment is far more chaotic and more multi-faceted, creating greater demands for defense intelligence. The actors capable of inflicting harm on the U.S. and its allies are more numerous today than they were in the last decades of the 20th century. Actors also have a wider range of options available to cause damage to U.S. interests, ranging from cyber warfare to weapons of mass destruction to unconventional warfare. The conflicts in Iraq and Afghanistan have demonstrated the need to take into account social cultural factors in intelligence analysis, as the global economic crisis illustrates the enervating impact economic factors can have on worldwide defense and security policies. Lastly, the threat of conventional conflict has not disappeared.

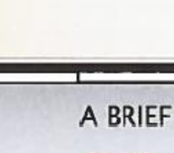
TODAY'S STRATEGIC ENVIRONMENT IS FAR MORE CHAOTIC AND MORE MULTI-FACETED, CREATING GREATER DEMANDS FOR DEFENSE INTELLIGENCE.

A BRIEF HISTORY OF STRATEGIC WARNING



1948

The U.S. creates an ad hoc warning committee in response to the Berlin crisis and developed the first indicator lists, with assistance from the British, to monitor a potential Soviet attack on the city.



1950

An Army G-2 warning group expands into the Joint Intelligence Indications Committee (JIIC) in response to the outbreak of war on the Korean Peninsula. Chinese intervention demonstrates warning is not complete until it is acted upon. The JIIC is renamed the Watch Committee a year later.

1955

The Warning Committee gets a full-time staff at the newly established National Indications Center (NIC) in the Pentagon, manned by intelligence officers from the military services, CIA and State Department. This structure lasts through the 1973 Arab-Israeli War.

1961

DIA is established. The agency sets up a DOD intelligence warning system and later represents the department on the Watch Committee.

WARNING: A distinct communication to a decision-maker about threats against U.S. and allied security, military, political, information or economic interests. The message should be given in sufficient time to provide the decision-maker opportunities to avoid or mitigate the impact of the threat.

As a result, DOD must have the capability to warn policymakers against a wide range of potential threats to DOD elements and interests — those that are well known and clearly defined, as well as those that are unclear and not well defined. These threats are treated separately in defense warning as enduring warning issues and emerging warning issues with different methods and techniques used to track them.

Enduring warning issues cover clearly identified, longstanding threats. These problems are normally tied to operational planning for potential threats to U.S. persons, assets and interests and those of our allies. Traditional indicator-based methods, adapted to web-based technologies, will be used to monitor most of these types of problems.

Emerging warning issues are potentially threatening developments that have not yet fully coalesced. The intentions and capabilities of the actors may be unclear, or the scope and character of the threat may not yet be fully understood. Techniques to identify and track emerging warning issues can include horizon scanning, red teaming and alternative analysis methods, all of which are well-suited for detecting potential threats in a complex environment.

The most significant change to DIA's approach to warning is the use of Communities of Interest (COIs) to integrate the warning effort. COIs bring together analysts, collectors and operators to the leverage subject matter expertise of DOD organizations on a specific topic. The COIs encompass both enduring and emerging warning issues, and they may have a formal warning problem tied to them or concentrate on emerging issues. The focal point for warning COIs are the combatant commands, who are primarily responsible for warning within their assigned areas of responsibility. COI participants will vary but normally include the commands, defense intelligence agencies and other government agencies with expertise in the subject area.

J2 is the designated mission manger for warning and will work across the agency to integrate the defense warning effort. Day-to-day mission management tasks are carried out by the J27 Warning Staff, which acts as an integrator, facilitator and catalyst for defense warning initiatives.

The DWWG is taking a broad-based, corporate approach to warning transformation by collaborating with key stakeholders to integrate warning across the defense intelligence enterprise. More than 200 analysts, collectors, managers and senior executives are participating in the process to harness both traditional and innovative approaches to warning. The end goal is to provide strategic warning that gives DOD decision-makers enough decision space to avoid or mitigate potential threats to U.S. interests worldwide.

1962

The Watch Committee and NIC provide daily reports to President John F. Kennedy's Executive Committee during the Cuban Missile Crisis.

1973

U.S intelligence agencies, including the Watch Committee, fail to issue warning for Egypt and Syria's surprise attack on Israel. This failure leads to the replacement of the Watch Committee and NIC by a smaller Strategic Warning Staff in 1975, and the later creation of a national intelligence officer for warning in 1979.

1990s

DIA revises warning system, establishes the Defense Indications and Warning System (DIWS) linking watch centers at combatant commands and in the Washington, D.C., area.

Defense Intelligence Agency Strategy

2009

The Global Warning Enterprise supersedes the DIWS in accounting for emerging warning issues.

2011

DIA publishes the 2012-2017 DIA Strategy, and warning is objective 1.1.1.

Post of the Month: U.S. Defense Attaché Office AMMAN

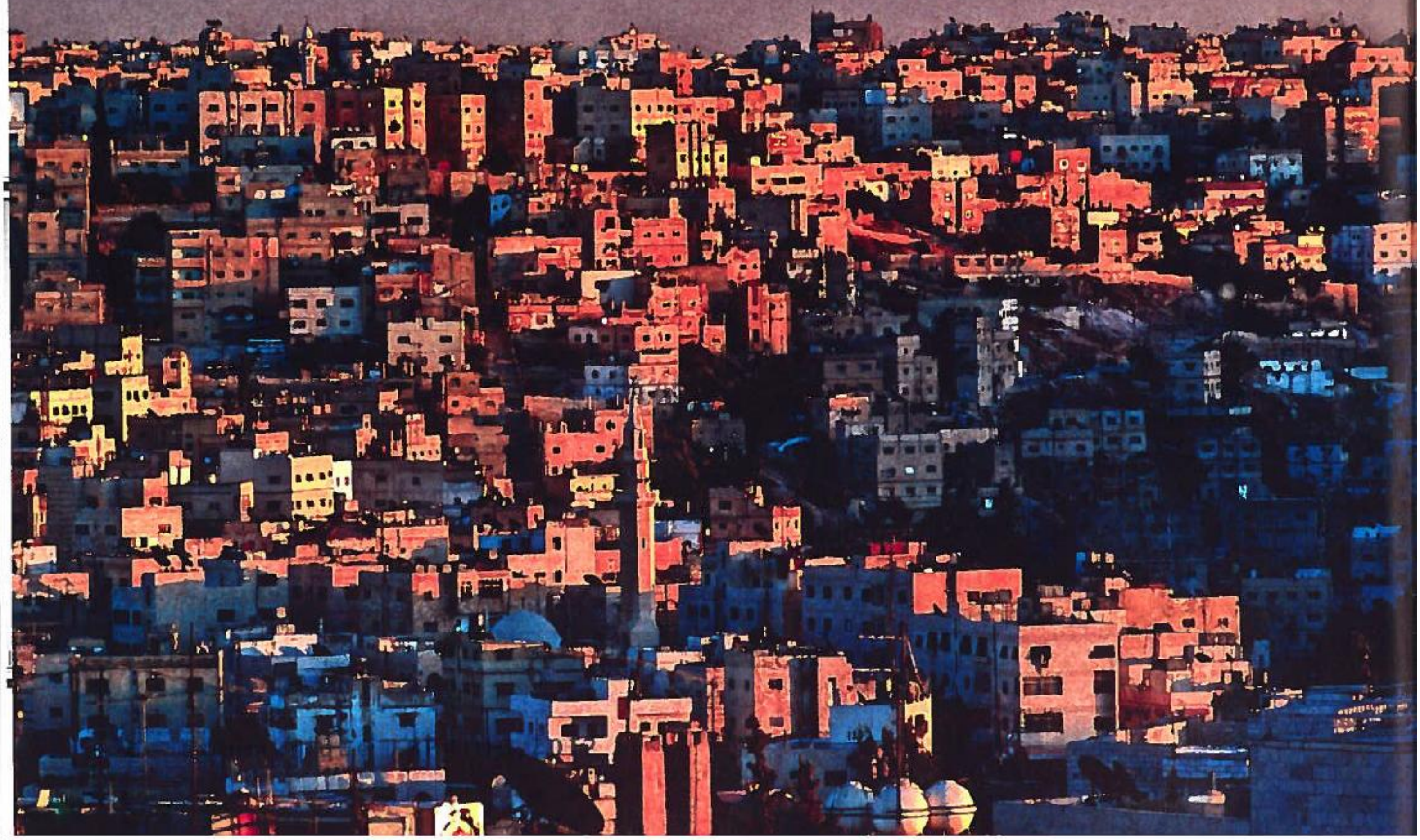
By the Defense Counterintelligence and Human Intelligence Center, DX

Post Highlights

LEBANON
SYRIA
IRAQ
West Bank
AMMAN
SAUDI ARABIA
ISRAEL
JORDAN

At the mention of Jordan, many Americans envision Lawrence of Arabia crossing the Nefud desert and storming the Turkish Garrison at Aqaba, while others think of the Holy Land and the crusades. The modern-day Hashemite Kingdom of Jordan is an old land with an incredibly rich history. Archeological sites around the country date back to the Neolithic period and the Iron Age kingdoms of Ammon, Moab and Edom. The Nabatean Kingdom established its capital in Petra and offered protection along the spice trade route until they were absorbed into the Roman Empire in 103 A.D. The ruins of many of the Roman Decapolis (Ten Cities) city states include those in Jerash, Umm Qais and Amman, while significant biblical historical sites include Mount Nebo and the Baptism Site. The struggle between Christendom and Islam is highlighted by the number of Crusader and Islamic castles featured prominently across Jordan's landscape. The capital city of Amman itself resides on seven hills and sports a menu of historical lineage and vibrant culture.

The United States established diplomatic relations with Jordan in 1949 and celebrated the 60th anniversary of this relationship in 2009. U.S. Embassy Amman occupied its current facility in the Abdoun area of the city in 1992. Designed to mitigate the effects of a terrorist attack, Embassy Amman is one of the first buildings to conform to security standards established by the Inman Commission in the wake of the 1983 bombing of the U.S. Embassy in Beirut. Originally constructed on an empty hillside at the far outskirts of Amman, the city's urban sprawl has overtaken the embassy, leaving the facility in one of the more ritzy and affluent neighborhoods of Amman. Today the embassy is home to some 20 agencies.



Host Nation Highlights

Transjordan came into existence after World War I as the Allied Powers created the country from the former holdings of the Ottoman Empire. Transjordan became independent in 1946 with the end of the British mandate. In 1950 the country was renamed the Hashemite Kingdom of Jordan.

Jordan engaged in armed conflict with Israel in 1948, 1967 and 1973. The armistice agreement in 1949 left Jordan in control of the West Bank, which Israel then occupied in 1967. The wars of 1948 and 1967 left Jordan with a substantial Palestinian refugee population, including the heavily-armed Fedayeen of the Palestinian Liberation Organization (PLO).

The PLO attempt to unseat the government of Jordan in 1970 was a watershed event in Jordanian-Palestinian relations. In June of that year, Palestinian gunmen killed MAJ Robert Perry, assistant army attaché at the U.S. Defense Attaché Office (USDAO) Amman, because of his interest in their activities and his cooperation with the Jordan Armed Forces. Perry is remembered at the Patriot's Memorial in DIA Headquarters. The conflict increased, and after a three-week war in September also known as Black September, the Jordan Army regained complete control and exiled PLO leadership and fighters to Tunisia and Lebanon. The Jordan Armed Forces remains wary of Palestinian intentions to this day. Today 60 percent of Jordan's 6 million citizens are of Palestinian origin, and Palestinians maintaining refugee status in Jordan reside in 13 large refugee camps.

Jordan has consistently followed a pro-Western foreign policy and maintained close relations with the U.S., though Jordan's popular support for Iraq during the first Gulf War temporarily damaged these relations. Although the Jordanian government stated its opposition to the Iraqi occupation of Kuwait, the country's large Palestinian community favored Saddam Hussein as a champion against Western supporters of Israel.

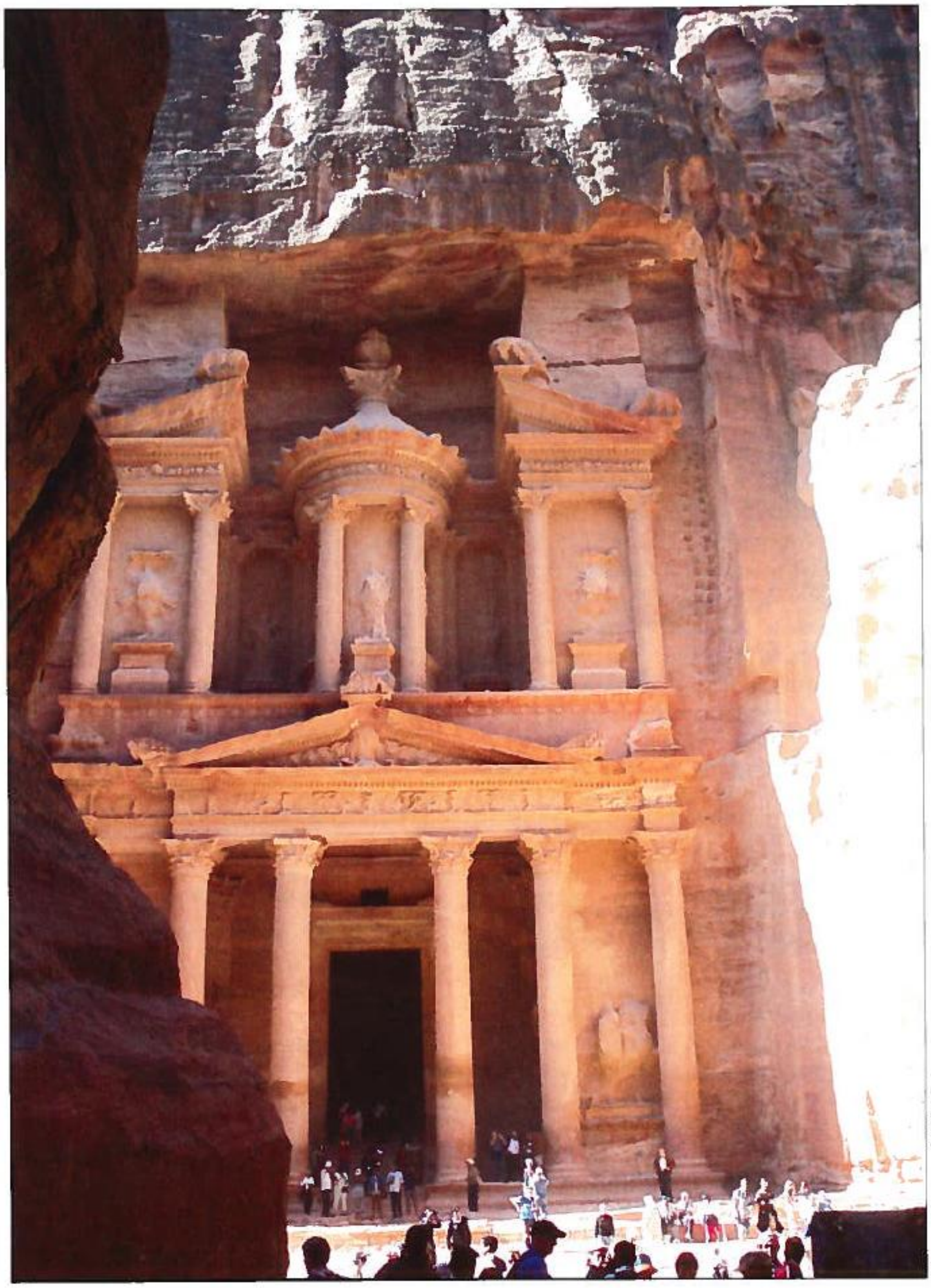


Photo courtesy of USDAO Amman

Petra in Ma'an, Jordan, is a complete city carved into a mountain.

Jordan is arguably a pillar of stability in a turbulent Middle East region and a significant partner in achieving U.S. policy objectives in the region. In 1994 Jordan was the second Arab country to make peace with Israel. The kingdom has played a key role in promoting a resolution to the Israeli-Palestinian conflict and is an active, consistent participant in the fight against transnational terrorism.

Jordan participates extensively in U.N. peacekeeping operations: the country is the number-one supplier of formed police units to U.N. operations and, when combined with military contributions, is the third overall support supplier.

U.S. Embassy Amman is identified as a high threat post, and it has seen its fair share of terror attacks

and serious threats. In October 2002 the director of the U.S. Agency for International Development was assassinated in front of his home. In 2005 terrorists attacked U.S. naval vessels in Aqaba. On Nov. 5, 2005, Jordan suffered what it calls its own 9/11 when terrorists bombed three hotels in the same evening. While threats continue today, American cooperation with the Jordanian Security Services mitigates dangers and enhances our security.

Operational Highlights

The model for the senior defense official/defense attaché (SDO/ATT) concept actually came out of the unique relationship between U.S. Defense Attaché Office Amman and the Military Assistance Program (MAP) Jordan, two offices under the supervision of one colonel when originally established. Under the leadership of a single officer, the offices have worked closely together for years to meet DIA, Defense Department (DOD) and armed services policy and U.S. Central Command Theater Security Cooperation objectives. When the time came to implement the SDO/DATT directive in Jordan in 2010, the greatest challenge was altering the signature block for the colonel.

With Jordan's vast contributions to U.S. policy objectives in the region come a significant number of senior DOD visitors. In 2011 USDAO Amman and the MAP office booked more than 20,000 hotel nights for official DOD visitors, and in 2012, the offices have already hosted more than 25 distinguished visitors at the three-star and above rank.

The U.S.-Jordan military bilateral relationship has been responsible for a series of "firsts" for the Jordan Armed Forces (JAF). USDAO Amman has played a central role in assisting the JAF with initial efforts to re-establish a professional non-commissioned officer (NCO) corps. Also, USDAO Amman facilitated the launch of the first-ever army-to-army staff talks with JAF, making Jordan one of only 15 countries to conduct such talks with the U.S. Army. Further, partnered with the Center for Army Lessons Learned, USDAO Amman assisted JAF in establishing their first lessons-learned center with the focus on collecting lessons from Afghanistan deployments and integrating them back into training.

The staff of USDAO Amman maintains a close working relationship with the Jordanian military.

Photo courtesy of USDAO Amman

Location: Amman, Hashemite Kingdom of Jordan

Population Size: 6,198,677

Primary Language: Arabic

Basic Greeting: Ahlan wa Shalan (Welcome)

In the midst of last year's Arab Spring, Jordan has been going through its own trial of instability over poor economic conditions and dissatisfaction with government policies. During this unrest USDAO and MAP helped Embassy Amman by examining planning for emergency actions. USDAO Amman developed a list of indirect indicators to reinforce the embassy's existing system of warning and assisted in reviewing the operational and logistical requirements to support a potential evacuation.

DAO Amman is comprised of a team of talented individuals who make the office successful despite the chaotic operational tempo, but even a well-oiled machine needs time to reset. Trying to add a little American culture, members of USDAO Amman has organized the Amman Flag Football League, which boasts three teams from Embassy Amman, a high school team from the American Community School (ACS), a team of Peace Corp volunteers, two teams from the Canadian embassy and a team of faculty from Jordan's Kings Academy. The league is not only a terrific inter-embassy and international community builder, but the players also raised more than $2,500 for field upkeep and supplies for ACS.

Surrounded by rich history and helped by a very positive relationship with the people of Jordan, USDAO Amman is one of the most rewarding assignments in the Defense Attaché System.

Stretching Our Potential: Researching New FLEXIBLE WORKPLACE Arrangements

By the Equal Opportunity & Diversity Office, EO

The agency is investigating new workplace policies to enhance workforce agility and employee retention.

In March 2011 DIA issued The Diversity and Inclusion Study on Women's Representation within the Defense Intelligence Agency that identified potential barriers to female representation at the agency. An area the study identified for improvement was the Flexible Workplace Arrangement Program, so Director LTG Ronald Burgess Jr. requested additional information on the telework, secure-telework (working at an alternative Sensitive Compartmented Information Facility) and part-time work program.

The Equal Opportunity and Diversity Office (EO), in collaboration with several key directorates and special offices, prepared a study paper that contained a comprehensive review of academic studies, lessons learned from intelligence community (IC) and other government agencies, a snapshot of the current state of DIA's program and an assessment of the feasibility of implementing and/or expanding flexible workplace arrangements in the future.

As a result of fiscal constraints and the classified nature of DIA's work and mission, implementing or expanding the program has been a challenge. Even in the face of these challenges, however, the paper establishes that there can be a positive impact to strengthening DIA's program.

There are three critical reasons for supporting a more robust Flexible Workplace Arrangements Program. With senior leadership support, the proper performance measures and a methodical approach to enabling the program, DIA can:

- Enhance an agile work environment in order to enable an agile workforce;
- Foster work/life balance for its employees; and
- Positively impact recruitment and retention initiatives.

In order to secure the benefits of the program, the paper provides a three-phrased implementation plan for telework, secure telework and part-time work that will harness the advantages of these programs to meet the agency's mission and benefit the workforce.

The agency has stood up a cross-directorate Flexible Workplace Arrangements Working Group to ensure efficient and effective implementation of the plan. In February DIA issued one of the working group's major efforts, the revised Part-time Employment and Job Sharing Program Instruction. As a result of the revised instruction, managers and supervisors will be able to identify existing positions for part-time and job-share eligibility, and the Directorate for Human Capital (HC) will provide support and guidance regarding the management of these positions. Requests to designate positions as part time or capable of being shared will be approved based on impact to funding of equivalent full-time positions, as well as impact on the organizations mission. The working group has also created a mechanism to evaluate all positions for telework and secure-telework eligibility by March.

The Flexible Workplace Arrangements Working Group is currently working on establishing secure-telework seating at several DIA locations to maximize telework options for agency employees and meet the spirit and intent of the Telework Enhancement Act. They will also be establishing a Telework Reservation Portal to facilitate reservations for secure-telework seating.

> "The flexible workplace arrangements enhance an agile work environment in order to enable an agile workforce; foster work/life balance for its employees; and positively impact recruitment and retention initiatives."

DIA's All-Source Analysis GETS A HAND from NGA Support Teams

By the National Geospatial-Intelligence Agency's Support Team to DIA

Representatives from DIA's sister agency imbedded in three locations provide critical geospatial-intelligence expertise.

At three different DIA centers, support teams from the National Geospatial-Intelligence Agency (NGA) provide DIA analysts and human-intelligence (HUMINT) collectors geospatial intelligence (GEOINT) to support military and intelligence operations, global warning assessments, and critical research and analysis. In conjunction with DIA, the support teams supply crucial defense GEOINT to policymakers, warfighters and weapons developers on a wide range of topics, including foreign-military infrastructure and forces, missile systems, medical capabilities, cyberthreats, transportation and logistics, energy systems, and prisoner-of-war and missing-in-action searches.

NGA's GEOINT Intelligence Division located in DIA Headquarters supplies the agency timely, relevant and accurate GEOINT analysis and maintains target data in national-level intelligence databases. The analysts provide GEOINT-based updates to the DIA Single Integrated Operational Plan Support Program established to focus and enhance defense-intelligence production that supports nuclear targeting. They also serve as the point of contact for the Directorate for Analysis' (DI) GEOINT-based requests for information, ad hoc tasking and highly customized geospatial analysis. Additionally, at DIA HQ the NGA GEOINT Intelligence Division is uniquely positioned to provide flexible and responsive analytic support to DIA's targeting and analysis groups, offering GEOINT products that enable pattern-of-life analysis, accurate target location and activity analysis. The division ensures full integration of GEOINT into all phases of the HUMINT collection cycle and incorporates HUMINT into GEOINT collection, production and analysis.

The Medical GEOINT Division at the National Center for Medical Intelligence (NCMI) produces finished, all-source medical intelligence in support of the Department of Defense, national policy officials and other federal agencies. The team prepares assessments, forecasts and databases on foreign-military and civilian medical capabilities, infectious-disease risks and warning, environmental-health risks, life sciences and biotechnology.

The Missile GEOINT Division at the Missile and Space Intelligence Center (MSIC) presents scientific and technical GEOINT analysis of foreign surface-to-air missile systems, short-range ballistic-missile systems, ballistic-missile-defense systems, anti-tank guided missile, anti-satellite missiles, directed-energy weapons, selected-space programs/systems, and related command, control, communication and computer systems. This analysis includes imagery intelligence, geospatial analysis, full-spectrum GEOINT, overhead persistent infrared and computer-aided design.

At each of the locations, the NGA Support Team to DIA partners with DIA all-source analysts and engineers on a variety of sources and methods against key intelligence questions that protect the warfighter and inform the policymaker of threats against the United States and our allies. The resulting analysis between DIA and NGA provides consumers of medical intelligence, missile intelligence, targeting analysis and HUMINT the benefit of multiple analytical viewpoints integrated into one cohesive intelligence product.

Photo courtesy of NGA

The NGA Support Group at the Missile and Space Intelligence Center offers DIA scientific and technical GEOINT analysis.

AFRICOM Field Tests RAPIDLY DEPLOYABLE Communications System in Uganda

By MAJ Bryant Springer, AFRICOM

The combatant commands new capability can provide network support to elements in country.

The Programs and Architecture Division (PA) in U.S. Africa Command's (AFRICOMs) Directorate for Intelligence (J2) field tested a rapidly deployable communications system in Kampala and Entebbe, Uganda, in November.

AFRICOM's Expeditionary Satellite Terminal-Medium (EST-M) is a rapid deployable, commercial-airline transportable, remote-connectivity system that extends the capabilities of AFRICOM's networks to users anywhere on the African continent. Once fully trained, a team of four personnel can have the system operational within one hour and ready to provide reach-back support to users deployed throughout the area of responsibility (AOR).

During the 2011 field test, the PA team accomplished three objectives. The first was to validate that the system could be easily transported via commercial carrier from Stuttgart, Germany, to Africa. The next objective was to test the EST-M's setup and connectivity on the unclassified and classified networks. Once the team reached the AFRICOM Command and Control Element facility in Kampala they conducted a quick site survey to identify the best location to set up the system's components. After selecting a site, the team sprung into action unpacking boxes, running cables and testing connectivity. All was going well until they ran into the first major hiccup — power outage — and quickly learned that there were serious power fluctuations in Uganda. The PA team forged ahead and was able to successfully set the system up within four hours of hitting the ground.

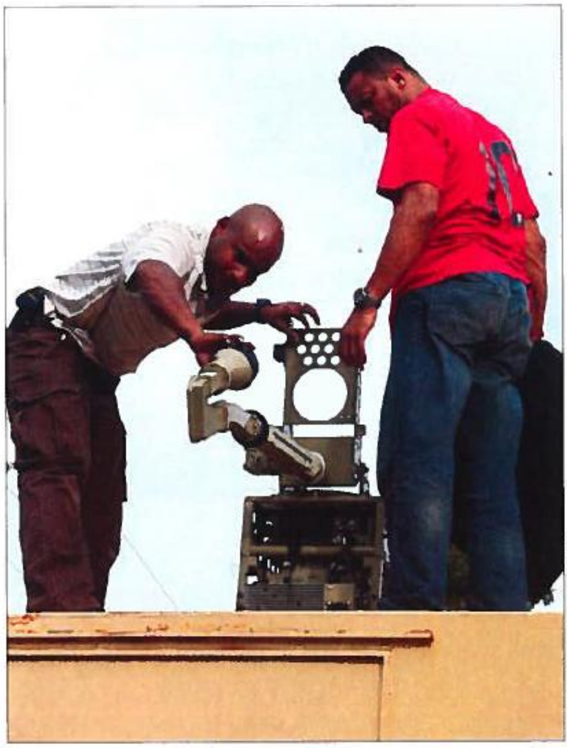


Photo courtesy of AFRICOM

The EST-M uses the GLOBETrekker satellite system that can send and receive data at rates of up to four megabytes.

The third objective was to perform site surveys at two additional locations and test the break down and setup of the EST-M. Before proceeding, the team had to ensure the first system was operational. They worked diligently to bring the system up and were able to send emails on both networks by 9 a.m. on day two.

The team was then ready to continue with the second site survey at the Tusker Compound in Entebbe. After a survey to ensure that they could test the system and leave it in place, the PA team was ready to move the components from the ACCE facility in Kampala to the Tusker Compound in Entebbe. The team broke down the system and got it loaded in the vehicles in a record setting 47 minutes.

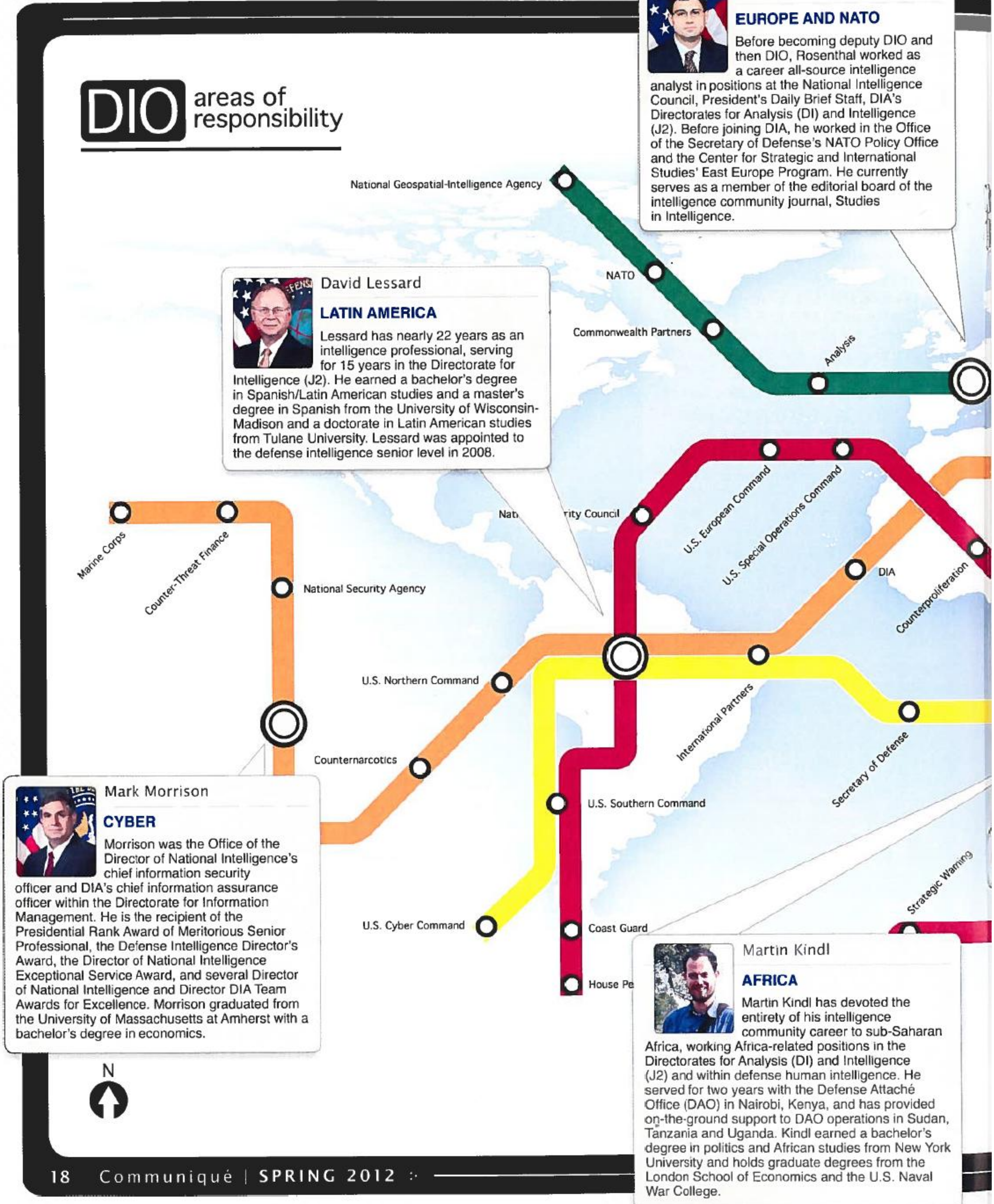
Again at break-neck speed, the team got the system back up and operational in exactly 42 minutes at the new location. When the EST-M's deployability and connectivity were fully tested and validated, the team was finally ready to continue on with the third and final site survey at the U.S. Embassy in Kampala, which was also plagued with power outages.

After the field test, the PA team conducted an initial after-action report to document some of the successes and challenges of the trip. Having observed the difficulty with power throughout Uganda, the team immediately identified the need to deploy the system with an uninterruptible power supply.

Other next steps included refining pre-deployment planning, providing training to components as needed, training and certifying the remaining members of the deployment team, and developing the final plan to deploy the systems throughout the AOR.

Overall, this was an extremely successful two-fold mission. The team was able to validate the rapid deployability of the system, connect to both the unclassified and classified networks, and test the capability of transferring data on the system. In addition to the successful conduct of the primary mission of this trip, AFRICOM built a cohesive deployment team that proved to be fully capable of deploying the EST-M anywhere within the command's AOR in a moment's notice.

DIO areas of responsibility


National Geospatial-Intelligence Agency
NATO
Commonwealth Partners
Analysis
Nat
rity Council
U.S. European Command
U.S. Special Operations Command
DIA
Counterproliferation
Marine Corps
Counter-Threat Finance
National Security Agency
U.S. Northern Command
Counternarcotics
International Partners
Secretary of Defense
U.S. Southern Command
Strategic Warning
U.S. Cyber Command
Coast Guard
House Pe
N

Michael Rosenthal

EUROPE AND NATO

Before becoming deputy DIO and then DIO, Rosenthal worked as a career all-source intelligence analyst in positions at the National Intelligence Council, President's Daily Brief Staff, DIA's Directorates for Analysis (DI) and Intelligence (J2). Before joining DIA, he worked in the Office of the Secretary of Defense's NATO Policy Office and the Center for Strategic and International Studies' East Europe Program. He currently serves as a member of the editorial board of the intelligence community journal, Studies in Intelligence.

David Lessard

LATIN AMERICA

Lessard has nearly 22 years as an intelligence professional, serving for 15 years in the Directorate for Intelligence (J2). He earned a bachelor's degree in Spanish/Latin American studies and a master's degree in Spanish from the University of Wisconsin-Madison and a doctorate in Latin American studies from Tulane University. Lessard was appointed to the defense intelligence senior level in 2008.

Mark Morrison

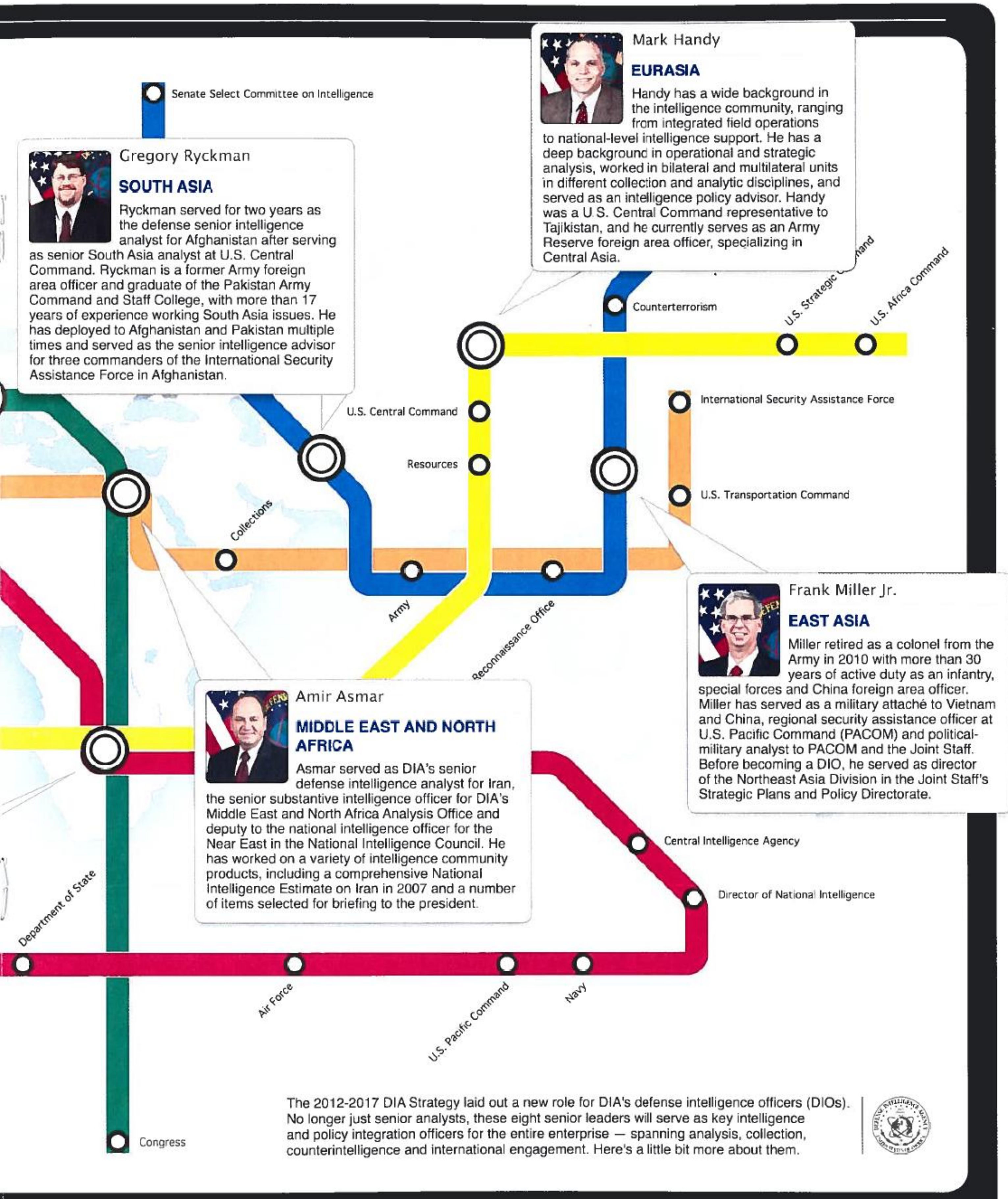
CYBER

Morrison was the Office of the Director of National Intelligence's chief information security officer and DIA's chief information assurance officer within the Directorate for Information Management. He is the recipient of the Presidential Rank Award of Meritorious Senior Professional, the Defense Intelligence Director's Award, the Director of National Intelligence Exceptional Service Award, and several Director of National Intelligence and Director DIA Team Awards for Excellence. Morrison graduated from the University of Massachusetts at Amherst with a bachelor's degree in economics.

Martin Kindl

AFRICA

Martin Kindl has devoted the entirety of his intelligence community career to sub-Saharan Africa, working Africa-related positions in the Directorates for Analysis (DI) and Intelligence (J2) and within defense human intelligence. He served for two years with the Defense Attaché Office (DAO) in Nairobi, Kenya, and has provided on-the-ground support to DAO operations in Sudan, Tanzania and Uganda. Kindl earned a bachelor's degree in politics and African studies from New York University and holds graduate degrees from the London School of Economics and the U.S. Naval War College.


Senate Select Committee on Intelligence
Counterterrorism
U.S. Strategic
hand
U.S. Africa Command
International Security Assistance Force
U.S. Central Command
Resources
U.S. Transportation Command
Collections
Army
Reconnaissance Office
Central Intelligence Agency
Director of National Intelligence
Department of State
Air Force
U.S. Pacific Command
Navy
Congress

Gregory Ryckman

SOUTH ASIA

Ryckman served for two years as the defense senior intelligence analyst for Afghanistan after serving as senior South Asia analyst at U.S. Central Command. Ryckman is a former Army foreign area officer and graduate of the Pakistan Army Command and Staff College, with more than 17 years of experience working South Asia issues. He has deployed to Afghanistan and Pakistan multiple times and served as the senior intelligence advisor for three commanders of the International Security Assistance Force in Afghanistan.

Mark Handy

EURASIA

Handy has a wide background in the intelligence community, ranging from integrated field operations to national-level intelligence support. He has a deep background in operational and strategic analysis, worked in bilateral and multilateral units in different collection and analytic disciplines, and served as an intelligence policy advisor. Handy was a U.S. Central Command representative to Tajikistan, and he currently serves as an Army Reserve foreign area officer, specializing in Central Asia.

Amir Asmar

MIDDLE EAST AND NORTH AFRICA

Asmar served as DIA's senior defense intelligence analyst for Iran, the senior substantive intelligence officer for DIA's Middle East and North Africa Analysis Office and deputy to the national intelligence officer for the Near East in the National Intelligence Council. He has worked on a variety of intelligence community products, including a comprehensive National Intelligence Estimate on Iran in 2007 and a number of items selected for briefing to the president.

Frank Miller Jr.

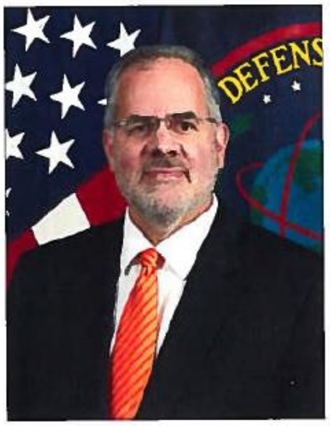
EAST ASIA

Miller retired as a colonel from the Army in 2010 with more than 30 years of active duty as an infantry, special forces and China foreign area officer. Miller has served as a military attaché to Vietnam and China, regional security assistance officer at U.S. Pacific Command (PACOM) and political-military analyst to PACOM and the Joint Staff. Before becoming a DIO, he served as director of the Northeast Asia Division in the Joint Staff's Strategic Plans and Policy Directorate.

The 2012-2017 DIA Strategy laid out a new role for DIA's defense intelligence officers (DIOs). No longer just senior analysts, these eight senior leaders will serve as key intelligence and policy integration officers for the entire enterprise — spanning analysis, collection, counterintelligence and international engagement. Here's a little bit more about them.

Deputy Director Shedd REVITALIZES the Defense Intelligence Officers

By the Agency Communications and Branding Division, CP



Deputy Director David Shedd led the efforts to craft the 2012-2017 DIA Strategy,.which outlined the revised role for today's defense intelligence officers (DIOs). To get a better grasp of their new responsibilities, the Communiqué staff sat down with the deputy director to discuss his plans for the positions and his thoughts on the DIOs' place in the defense intelligence enterprise.

COMMUNIQUÉ: What is your vision for the new DIO program?

MR. SHEDD: I have three objectives for today's DIOs and the role that they will play here at DIA in the next few years, but let me first make very clear, many of them are already acting in this capacity.

> "The DIOs have the gravitas to represent the agency in an interagency forum and to represent me and the director in their area of expertise to the intelligence community."

First, the DIOs are DIA's principal intelligence advisor for their area of responsibility on three critical issues: all-source analysis for their area of responsibility; a keen understanding of the collection and the gaps that exist there; and, perhaps the most different from the previous DIO roles, an appreciation of the resources at hand. Resources are absolutely critical to meeting our requirements and obviously closing the gaps that may exist in a given area. Integrating an understanding of resources into the bigger picture is key to the way ahead.

The second objective for the DIOs, as I see it, is that they represent defense intelligence to a wide array of outside customers. Those customers may be congressional or our own national security establishment, to include the secretary of defense, chairman of the Joint Chiefs of Staff and the National Security Council. They are really a level of representation, not only for our agency but for defense intelligence in general, to the national security community.

Lastly, the DIOs are the counterparts — and I've really come full circle to the first two objectives here — to the national intelligence managers (NIMs) that Director of National Intelligence (DNI) James Clapper stood up. This version of a DIO now, as opposed to iterations in the past, is someone who has a complete perspective on the issues in their portfolio to engage these partners.

COMMUNIQUÉ: Do the DIOs mirror the DNI's NIMs?

MR. SHEDD: The DIOs are very similar to the NIMs in that they have the responsibility for contributing to the Unifying Intelligence Strategy (UIS) by having a keen understanding, as subject matter experts in their area of responsibility, of the operational picture — which includes collection, analysis and resources.

COMMUNIQUÉ: In that context, what value do the DIOs add to DIA and the defense enterprise more broadly?

MR. SHEDD: If you think of DIA's core business in defense of the nation, what the DIOs bring is a contribution to executing on the director's vision of the "One Mission. One Team. One Agency." approach. They present to our customers the best subject matter expertise that we can provide on their specific topic. The subject matter expertise in this aggregate is not only analysis, it's also how well are we doing on the topics under consideration and, if we had more resources moved there or if we changed the mix of the resources in a different way, how we could do better in the gaps identified by the secretary of defense, the chairman of the Joint Staff, the undersecretary of defense for intelligence or policy in the defense realm, and also the national security staff and Congress. The DIOs represent me or DIA Director LTG Ronald Burgess Jr. to these customer sets in the same way we would if we could be at all places at all times. They really are representatives of the agency for those objectives. In this way, the DIOs bring attention to the defense intelligence perspective, which is the major role they play in the broader sense.

COMMUNIQUÉ: How are our stakeholders receiving the newest version of the DIOs?

MR. SHEDD: I think there's a great receptivity to it. What I would like to see soon is a better articulation of the roles and responsibilities of the DIOs to our customers as we progress into this version of the program, so that they know that they're not just talking to a very senior analyst in that topic or area of expertise, but also someone with whom they can have a broader discussion. That part is a work in progress; it's unfolding, and it's part of where the DIOs are headed, but it hasn't arrived just yet.

Eventually, our customer sets will understand that they can also ask the DIOs questions about the resources and the bigger picture. They can ask how we are doing in defense intelligence in relationship to the UIS, which guides us in terms of where the DNI has determined additional resources may be required to meet certain goals. The DIOs can be their go-to contact.

COMMUNIQUÉ: How do the DIOs contribute to DIA's newest strategic plan?

MR. SHEDD: The DIOs, with the characteristics that I described, are of the caliber of experience and knowledge to really drive the strategy and DIA's identified core competencies as leaders for those responsibilities. A good example is warning: one of the critical roles that the DIO plays is in support of this core competency. As we have made clear in the 2012-2017 DIA Strategy, warning is an essential part of the agency's role and mission.

Another way to think of the DIOs in the context of the strategy is that they are also part of the leadership of DIA. The relationship that we as an agency have with our wide array of customers, in the defense context of the Pentagon and the combatant commands, is that we will look to the DIOs to shape the future in all four goals of the strategy. They become champions in their area of responsibility, working together to provide that picture to the director and to me.

> "This version of a DIO now, as opposed to iterations in the past, is someone who has a complete perspective on the issues in their portfolio to engage these partners."

COMMUNIQUÉ: What role will they play implementing the strategy here in the agency?

MR. SHEDD: The DIOs are meant to break down the resistance that might exist to thinking of them as purely very senior analysts. I envision a DIO as someone who is far more than a senior analyst — that's why we have senior defense intelligence analysts (SDIAs)! The SDIA will continue to do his/her job, as they do every day, but I wouldn't expect an SDIA to have a comprehensive view of where the resource shortfalls are, where the collection gaps are in every aspect of the portfolio, like I expect from the DIOs. One step further, the DIOs have the gravitas to represent the agency in an interagency forum and to represent me and the director in their area of expertise to the intelligence community.

Let me tell you one thing that they're not — they're not the day-to-day analyst or the day-to-day collector that I would expect to know every detail. They are to rise above the details and bring subject matter expertise to the discussion; they are really the person who can give you the trends, the outlook for their region or their transnational issue, and give the director or the customer a much better understanding, in a holistic way, of how we're doing on that subject. They have an

Photo by Jennifer Redding

The Communiqué's Christina Cawley, right, sat down with Deputy Director David Shedd to talk about his vision for the defense intelligence officers.

understanding of and the ability to communicate the bigger picture.

COMMUNIQUÉ: How do you think that role works with their role in warning that you mentioned earlier?

MR. SHEDD: As the strategy has given the champion role to the Directorate for Intelligence (J2) for defining warning and executing on warning, I think what will emerge is a trend away from the inbox, away from what happened last night as a warning, to a DIO who contributes to warning by way of predicting where the trend is going. I think that warning will not be playing news catch up with CNN, but rather having a DIO who is foreseeing a trend in a country or a trend in a transnational set of activities that portend the need for warning to a set of customers.

COMMUNIQUÉ: Finally, what do you think will be the greatest challenges or roadblocks to the DIOs in this threat environment?

MR. SHEDD: Definitely, the work load is the biggest challenge. I think the biggest hurdles for the DIOs, irrespective of whether they are a transnational or regional one, will be time and time allocation. The ability of the DIOs to separate what they need to focus on from the work that they actually could have if they tried to do everything will be key. Let me give you an example: if their professional upbringing is in analysis, their propensity will be to want to continue to be an analyst. Well, as I said, I'm not looking for a DIO who is a chief editor, much less chief writer, of analysis. I need someone who can process a very broad intelligence topic, region or issue and focus on a wider perspective than just analysis. There's just not enough time in the day to do everything.

> "The DIOs, with the characteristics that I described, are of the caliber of experience and knowledge to really drive the strategy and DIA's identified core competencies as leaders for those responsibilities."

Defense Intelligence Officers and the March of HISTORY

By Dr. Michael Petersen, CP

Through their roles and mission areas have changed over the years, the defense intelligence officers have been an invaluable part of the defense intelligence structure since 1974. Michael Peterson leads us through their history.

LTG Daniel Graham, DIA director from1974 to 1975, first established the DIOs.

Daniel Graham, the brash, outspoken U.S. Army lieutenant general who assumed the directorship of DIA in July 1974, knew that his agency needed a more assertive voice. For years the CIA had dominated the process of formulating National Intelligence Estimates — a fact that Graham, who had just come off his service as deputy director of central intelligence, despised for its "incestuousness." Graham believed in the value of military intelligence inputs to national-level intelligence questions, and he was looking for a way to boost his agency's profile in the intelligence community's (IC's) analytical debates. As a solution, just a few months after becoming DIA director, he enacted one of the most meaningful analytical reforms in the agency's history: the creation of the defense intelligence officers (DIOs).

Graham created the DIOs as a counterpart to CIA's National Intelligence Officers (NIOs), established by Director for Central Intelligence William Colby in 1973. DIOs were responsible for specific geographic and functional areas in which DIA's military intelligence expertise had substantial input on policymaking. The first six DIO areas of expertise reflected the agency's strategic priorities at the time: strategic weapons and strategic arms limitation; European and Soviet political/military affairs; Soviet general purpose forces; Southeast Asia; the Middle East and South Asia; and Latin

America and Sub-Saharan Africa. They were senior intelligence experts who functioned as the director's personal staff on key intelligence issues and shaped DIA's input to national intelligence products. Much of their work involved oversight and quality control of many of the agency's most important products. Their efforts both smoothed the interservice and interagency estimative process from a bureaucratic standpoint and helped give DIA a more influential voice in the IC.

Almost immediately the DIOs exerted DIA's influence on the broad range of key foreign intelligence issues of the day. For example, beginning in the 1970s, the Soviet Union engaged in a massive effort to expand its arsenal of nuclear and conventional weapons and improve its defenses against a U.S. nuclear attack. At the same time, the Soviets engaged in diplomatic initiatives with the U.S. to control the burgeoning arms race in a policy mutually known as "détente." The questions before IC analysts centered on intent: What did the Soviets intend to do with their new, modern and deadly arsenal? Why would they modernize their offensive and defense capabilities while engaging in arms control negotiations?

Wynfred Joshua, the first DIO for the Soviet Union, and LTG Danny Graham at the reception marking the agency's 25th anniversary in 1986.

Photo from "In Defense of the Nation: DIA at Forty Years"

Photo courtesy of Brad Knopp

DIA Director VADM Thomas Wilson, left, with his French counterpart VADM Yves de Kersauson, DIO to Europe Brad Knopp and DIA Liaison-Paris Chief Al Olsen in 2001.

Defense Intelligence Officer for European and Soviet Political/Military Affairs Wynfred Joshua wrote an estimate that provided a controversial, but influential answer. "For the Soviets," Joshua wrote in July 1975, "détente is intended to facilitate their attainment of ultimate, overall dominance over the West." The Soviets, reasoned the DIO, were using arms control agreements to place limits on the U.S. arsenal while violating important portions of agreements themselves and improving their capabilities in areas not limited by previous agreements. The endgame, according to Joshua, included "the breakup of Western alliances; the eviction of the American military presence from Europe and the achievement of Soviet dominance there; and the establishment of Soviet political, military, technological and economic superiority worldwide." Controversial for its time, this line of thinking was a direct attack on the generally accepted consensus among CIA and State Department analysts and six years of carefully crafted U.S. policy under President Nixon, his successor Gerald Ford and the powerful Secretary of State Henry Kissinger. Nevertheless, the Defense Department (DOD) would adopt Joshua's viewpoint for the next decade.

Other defense intelligence officers of the era proved to be equally notable for a variety of contributions. Gordon Negus, the defense intelligence officer for strategic weapons and strategic arms limitation, was responsible for reviewing and approving all Department of Defense intelligence input to negotiations over the second Strategic Arms Limitation Treaty (SALT). Charles DeSaulniers, the DIO for Southeast Asia, made important intelligence contributions to policy debates in the waning days of the Vietnam War. Retired BG Walter Magathan was a key contributor to the fruitless negotiations over Mutual and Balanced Forces Reduction (MBFR) talks with the Soviets.

Unfortunately, not all the DIOs positively influenced the mission: Waldo Dubberstein, the first DIO for the Middle East and South Asia, achieved a different kind of notoriety. In 1983 a federal grand jury indicted Dubberstein, by then retired, on charges of selling secrets to the Libyan government of Muammar Ghaddafi between 1977 and 1979. Among other charges, the indictment accused Dubberstein of traveling

to Tripoli under an assumed name and passing Libyan intelligence officials classified information about the deployment of various military forces throughout the region. The case would never go to trial; on the day he was to be arraigned, Dubberstein committed suicide in his apartment. During the next two decades, the defense intelligence officers presided over nearly all of the key foreign intelligence analysis positions taken by DIA, and they continued to serve as the DIA director's senior intelligence advisors on their various areas of expertise. These subjects would change with the concerns of the time: for example, by 1999, the agency had a DIO for information operations and another for global trends and projections, while DIOs for the Soviet Union and Warsaw Pact, SALT and MBFR had long since been phased out. Despite the subject matter changes, the DIOs remained the cream of the crop, the most sophisticated, influential and senior intelligence analysts in DOD.

> "For nearly four decades, the defense intelligence officers have greatly influenced critical intelligence debates, and they have historically proven to be an effective means of representing the defense-intelligence position on major foreign intelligence problems."

By 2003, however, the role of the DIOs had diminished in the face of DIA's transformation in the wake of the Sept. 11 attacks and the wars in Afghanistan and Iraq. That year then-DIA Director VADM Lowell Jacoby dissolved the DIO position as the agency realigned its policy-support apparatus and consolidated all of its analytic functions in the Directorate for Analysis (DI). The idea was to reduce inefficient redundancies and unclear lines of authority, but the change was short-lived, as it became apparent that the agency had lost an important interface with Pentagon leadership. Five years later, in July 2008, DIA Director LTG Michael Maples re-established the DIOs.

The new DIO position was altered slightly from its original form. They were still designed to be all-source analytic community positions, but unlike the original DIOs, they did not serve as the director's senior intelligence advisors. Their tasks were more broadly drawn, and they reported to the deputy director for analysis, who also serves as the functional manager for analysis for DIA, the service intelligence centers and the combatant command intelligence centers. Even so, Maples gave the DIOs the authority and wide latitude to speak on behalf of the DIA director in IC forums, interact with customers throughout DOD and the government, guide community analysis on enduring issues and assist in developing overall strategies for foreign relationships. Though the jobs were different in some respects, the DIOs would be no less influential than their esteemed predecessors.

The areas of expertise for the first seven "new" DIOs paralleled the national-intelligence-officer structure: Latin America, Europe/NATO, Africa, East Asia, Eurasia, Middle East/North Africa and South Asia. Since then the DIOs' roles and responsibilities have continued to evolve over time as community functions associated with these positions have changed. Today they serve as key intelligence and policy-integration officers, advise senior Pentagon leadership and Congress, and perform a host of other activities for senior intelligence personnel both inside and outside the DOD.

For nearly four decades, the defense intelligence officers have greatly influenced critical intelligence debates, and they have historically proven to be an effective means of representing the defense-intelligence position on major foreign intelligence problems. In the years since they were established in 1974, they have smoothed the interagency analytical process, given DIA a more influential voice at the national level and helped challenge comfortable intelligence and policy consensus. Though their roles and missions have changed over time, Daniel Graham's original vision of the DIOs as standard-bearers for the agency and the entire defense intelligence establishment has remained the same. ◎

In Their OWN WORDS:

The DIOs Discuss Their New Job Description

By the Agency Communications and Branding Division, CP

Who better to describe the work of today's defense intelligence officer (DIO) than the officers themselves? The Communiqué staff gathered together four DIOs for a roundtable discussion about their new job description, how they became a DIO and what challenges lie ahead for them.

Let's start off with an easy question: what is your role here at DIA?

Amir Asmar, DIO for Middle East and North Africa:

This is your easy question?

[Laughter from around the table]

Michael Rosenthal, DIO for Europe and NATO:

OK, let me take a first stab at this. I think we play many roles, both internally and externally, and at multiple levels – DIA, the enterprise and the wider intelligence community (IC) – and I wouldn't prioritize these in any order. I would say our core external duty is that we serve as a nexus between the customer set and the agency's analysis and collection to ensure we are relevant. We also play a role in driving and executing international engagement strategy. Within DIA, the enterprise and the IC, I think we play an integrating role – integrating multiple disciplines and functions – to include analysis, collections, counterintelligence and international engagement.

Mark Handy, DIO for Eurasia:

Let me add another key element of our role: we are very close to the workforce. The Directorate for Human Capital (HC) surveys have repeatedly demonstrated that the workforce believes that senior leaders of DIA are out of touch with what's going on. That doesn't apply to us; we range horizontally and vertically, so we're pretty close to the workforce. We can see issues across the enterprise, and we can connect the dots. We can see common problems, look for common solutions and represent that solution to the higher levels in order to fix the problems.

I think the key concepts are integrating and representing. Those are the two verbs that are important here.

And why is integration important for the agency at this time?

Asmar:

I would argue that it's always important; we just haven't been structured with a single focal point before, one that could reach into all the different, relevant offices, the Command Element, the Directorate for Analysis (DI) and all of the customers. Now, we're structured that way with the mandate of the Command Element.

Handy:

To your point as to why now, particularly when resources are going to be scarce, you have to really be very rational about how you use resources.

I think what's important about our integrating role, though, is objectivity. With the DIO, you have someone who is not captured by his or her organizational loyalty inside DIA. Our agency can be very tribal, and someone has to rise above the tribes. Someone has to say, "It is a great idea to invest resources here, but the biggest investment return is actually over there," and be able to dispassionately argue that point and avoid being captured by the bureaucracy.

Greg Ryckman, DIO for South Asia:

To add to Mark's point in terms of why now, we have an environment where resource constraints are coming and, at least for me, my part of the world is incredibly dynamic. And it's not just in Washington, D.C.; I have three combatant commands in my area of responsibility (AOR) who are all dealing with resources constraints individually. So what effect does a shift in U.S. Central Command's resources

U.S. Northern Command
Counternarcotics
U.S. Cyber Command

or analytic or collection focus have on U.S. Pacific Command or U.S. Special Operations Command, etc.? Having somebody who's disassociated from all that and able to look at the health of the entire enterprise is even more important now, especially in South Asia, with all the changes that are occurring.

> "We just haven't been structured with a single focal point before, one that could reach into all the different, relevant offices, the Command Element, the Directorate for Analysis (DI) and all of the customers. Now we're structured that way with the mandate of the Command Element."
>
> *— Amir Asmar, DIO for Middle East and North Africa*

And the commands recognize that. Mark, you used the word represent earlier, but I would use the word advocate — because in many cases we advocate on their behalf. It's hard for them; they can try to have a voice with the director of national intelligence (DNI) and the national intelligence managers (NIMs), but we're here with those guys every day. We have those relationships, and we can advocate for the commands in those forums in a way that they cannot do for themselves.

You brought up the NIMs and the DNI. What is your place in the larger IC and national security enterprise?

Rosenthal:

In terms of our role and our relationships with the NIMs and their teams, we essentially serve as their counterparts. Their teams include the national intelligence officers and the national intelligence collection and counterintelligence officers. We advise them on the development and execution of the Unifying Intelligence Strategies and where DIA and the enterprise bring a comparative advantage to the table. We are the single belly button for the NIMs to push in DIA for our areas of responsibility. In that sense, we provide somewhat of a unique role at the community level since other organizations do not have the same construct. At the enterprise level, we serve as a bridge in between the NIMs and the commands – in my case between the NIM for Europe and the various elements within U.S. European Command (EUCOM).

One point I want to come back to, as it relates to not only our role at the community level, but also at DIA: at our core, we are experts for our AOR. We have a strong familiarity with the actors, factors and other variables that shape our region. From an intelligence standpoint, we are proficient in key analytic calls, collection posture and the agency's investment in our AOR. Our ability to perform the multitude of tasks stems in large part from that breadth of knowledge.

Handy:

To that point, though, we don't know everything. It's just not possible to know everything in our regions, but we know where to go. We know the subject matter expert we can reach out to so that we can integrate that viewpoint into the larger perspective.

Asmar:

Another way to look at it is relationships. Before Deputy Director David Shedd gave the amplifying guidance on our new roles, the DIOs still had quite a robust role in this agency. That role is based on a variety of relationships with international engagement partners, with the executive support office, with the attaché system and so on. That's the informal network that we depend on and who depends on us. With David's guidance, the idea is to build other relationships with other parts of the agency that were not part of the DIOs' original mandate, which would include greater interaction with the collection elements, without taking away from the existing customer set or the Command Element, international programs and so on.

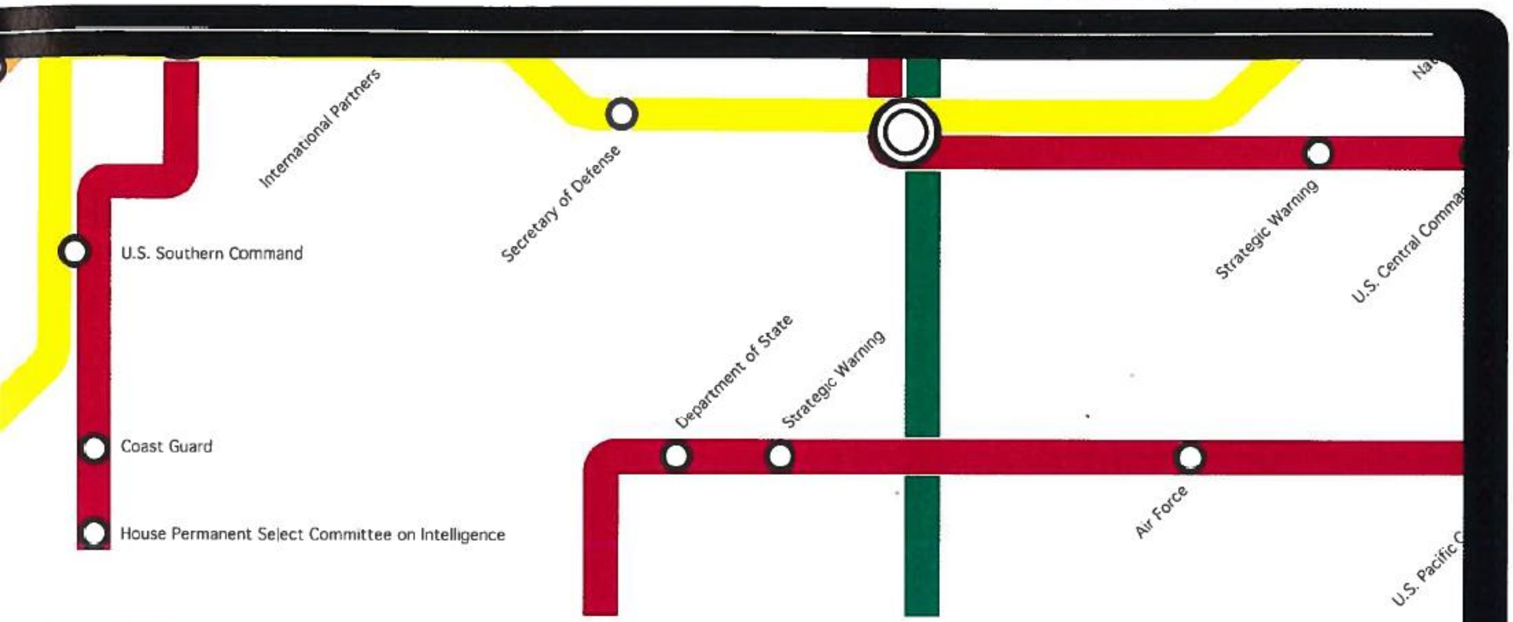
What does a typical day look like for a DIO?

Asmar:

I doubt very much that we all have the same typical day.

Ryckman:

I don't think there is a typical day.



Rosenthal:

Every day is unique, for sure. Our areas of responsibility also differ. One of my routine activities is engaging with the deputy assistant secretary of defense for Europe and NATO – whose decisions we directly inform and upon whom I depend to keep me attuned to the broader policy community interest and requirements. My team and I also spend a good amount of time outside of the office. We're based in the Pentagon, but I spend about one third of my time at DIA Headquarters supporting the Command Element and meeting with foreign counterparts. I also spend a good amount of time meeting with the various elements across DIA, the IC and EUCOM.

Ryckman:

The thing I would add, and this might be more unique to South Asia, is I probably spend at least an hour talking to theater or engaging in a video teleconference with theater working Afghan issues. On the opposite end of the spectrum, we directly support senior-level interagency meetings on Afghanistan and Pakistan with papers and attendance.

Handy:

Let's not forget the fair amount of foreign travel tied into all this, because you're not relevant to senior policy if you don't once and a while get out and kick the tires with people in the field. Whether at a command, with a country team, with foreign experts in a certain country or at think tanks abroad that we can work with, getting into the field is all part of our responsibilities.

Asmar:

There's a whole other aspect of my job that I don't think we've mentioned yet: I am on Capitol Hill a ton. Last week, I brought a nine-member, enterprise-wide team for a two-hour briefing to the Senate Select Committee on Intelligence. To prepare for a meeting like that, there were a number of prep sessions, umpteen phone calls and two meetings with the staffers from the committee to ensure that we were calibrating the report the way that they wanted. And that was just one project.

Rosenthal:

One thing that's probably consistent with all of us is we have 20 or 30 drop-ins a day with various issues. We all have an open door policy, and we're very easily accessible. In that regard, we have many issues – some big and some small – that just pop up.

Ryckman:

I think that accessibility gets to something that Mark said earlier. Elements of the workforce have better access to us than they do to the senior leaders in their own organization, which allows us to have visibility on things happening.

> "I would say our core duty, in many ways, is that we serve as a nexus between the customer set and the agency's analysis and collection."
>
> *— Michael Rosenthal, DIO for Europe and NATO*

Handy:

We're the accessible seniors.

Ryckman:

We are, and I don't think it's just because of our personalities.

[Laughter from around the table.]

> "Elements of the workforce have better access to us than they do to the senior leaders in their own organization, which allows us to have visibility on things happening.
>
> *— Greg Ryckman, DIO for South Asia*

I think that accessibility is really based on the way that we're positioned.

Rosenthal:

Right, we are accessible. That open door policy is important.

Speaking of your personalities, what qualities do you think make a DIO?

Handy:

Each one of us comes from a different path.

Rosenthal:

There are common threads among us. Most of us have lived in our region, speak foreign languages from our region and have formal education centered on our region.

Asmar:

I would go one step beyond that, because most of those qualities probably apply to more than just us. I think a DIO has spent some time outside of DIA working intelligence issues from a different perspective for a different agency. As Mike said, there is certainly extensive travel to the region, but also, for most of us, it's some time in functional as well as regional offices. It's a bigger bite of DIA, as well as the IC.

Handy:

I've spent a good amount of time in collection. In my neck of the woods, with Russia, I have a big, challenging country to deal with, and I need people who range across and can evaluate all the intelligence fields. It helps for me to have a deep collection background.

The DIOs that follow us are likely to have more of the same mixed analysis and collection backgrounds, as well as deep regional knowledge, policy-support time and time in a different part of the business. If we're looking for the next generation of people coming up, we want to encourage them to range widely across disciplines — that's the way to become a senior and a DIO.

Ryckman:

You have to be an established expert in your area. If people don't believe you really know this part of the world, all the other things are just hard to get to. I think we're most successful when people come to us and say, "I need your help on this," because they view us as someone who is an authority in our field. All the things everyone mentioned build toward that, but at the end of the day, you need to become an established expert.

Handy:

That's the *sine qua non* of the job: expertise.

What are the challenges you foresee in this environment, both from an internal and external standpoint?

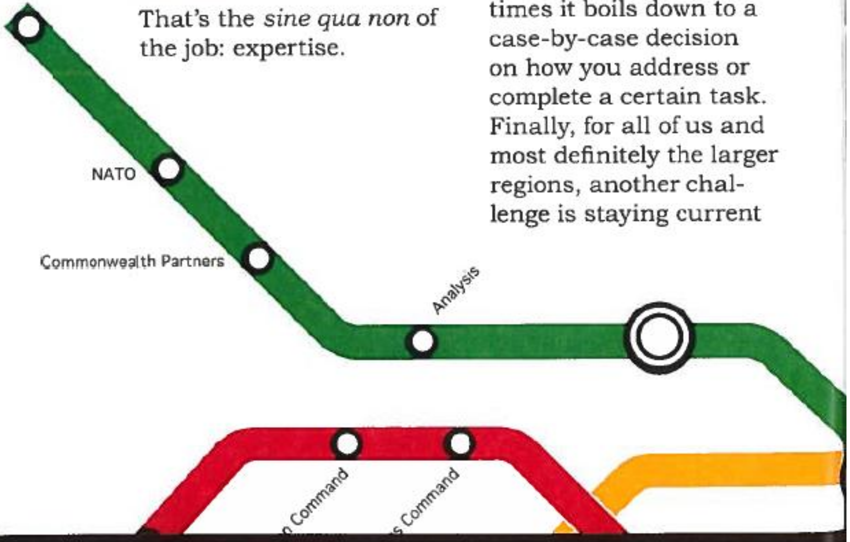
Asmar:

I expect the challenges will be tremendous. Even within the DI, which is the organization from which the most of us come and where we're currently based, there are plenty of offices that don't understand our role and push back on our efforts. If we're still defending our role to DI, as we begin to move closer to the collection directorates and other elements where we're going to be asked to give our opinions, I anticipate that it will not be easy, at least initially.

Rosenthal:

Along those lines, I would say one challenge will be socializing our role with the workforce as it evolves.

Another challenge is how we balance our duties. There are many equally important responsibilities, both internal and external, and often times it boils down to a case-by-case decision on how you address or complete a certain task. Finally, for all of us and most definitely the larger regions, another challenge is staying current



And from the other DIOs...

DAVID LESSARD, DIO FOR LATIN AMERICA

"At a time when we are facing reduced budgets, our Latin America analytical core must use an economy of force. We no longer have the luxury of assigning an analyst to one country only; our analysts need to become regional specialists with the flexibility and agility to cover multiple accounts and issues."

FRANK MILLER JR., DIO FOR EAST ASIA

"DIOs manage gaps. Where efforts across the enterprise are either missing too much or covering an issue with too much overlap, we work to adjust both collection and analysis to gain proper balance in support of national and combatant commander requirements. This is often accomplished through coordinating with our other intelligence partners."

MARK MORRISON, DIO FOR CYBER

"In order for the United States and its allies to achieve and maintain superiority in cyberspace, I work across all regions and technical disciplines to ensure DIA provides senior policy and decision-makers the best combination of strategic, tactical and operational cyber intelligence."

MARTIN KINDL, DIO FOR AFRICA

"Sub-Saharan Africa presents a diverse range of challenges to the defense intelligence enterprise and broader IC, and demands integration across disciplines and between agencies. My role as DIO is to build upon these already strong relationships, optimizing our support to policymakers and the warfighter."

on the developments in the region. It's not insurmountable, but it is difficult.

Ryckman:

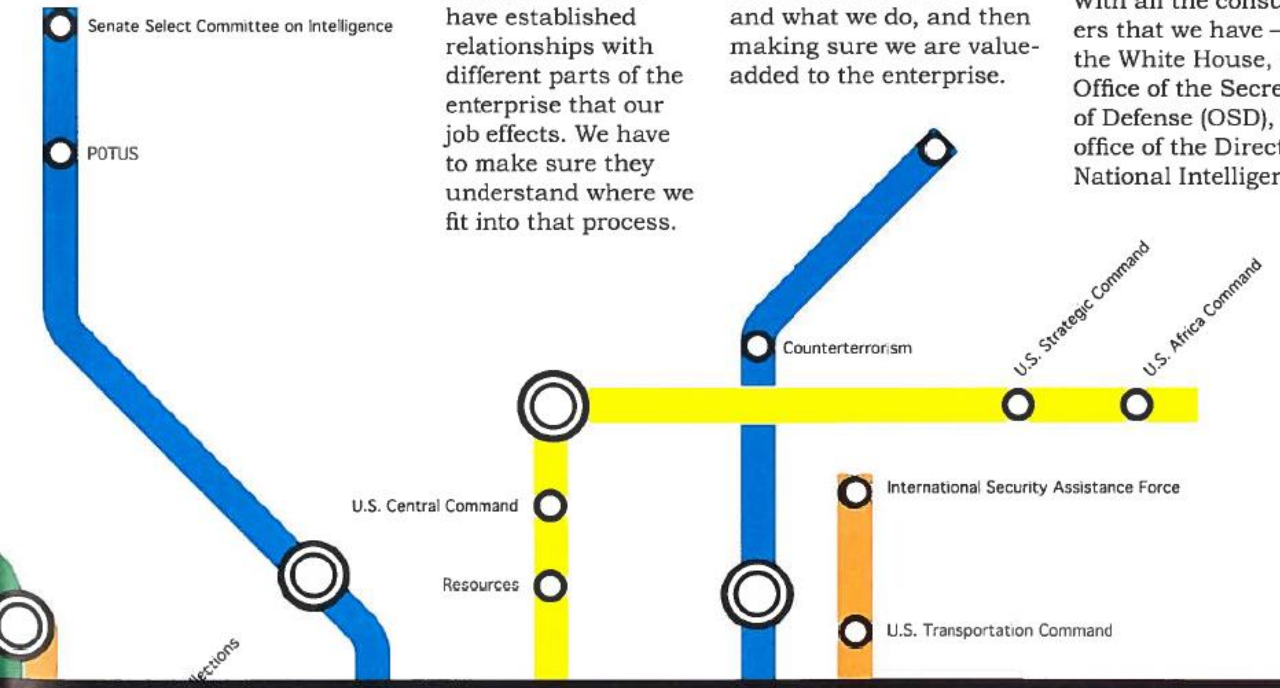
I would put it into two buckets. One is marketing, which everyone has already touched on, and that's internal and external. Not only do we need to make sure everyone in DIA understands what our role is, but we also need to make sure the NIMs understand that role because the NIMs have established relationships with different parts of the enterprise that our job effects. We have to make sure they understand where we fit into that process.

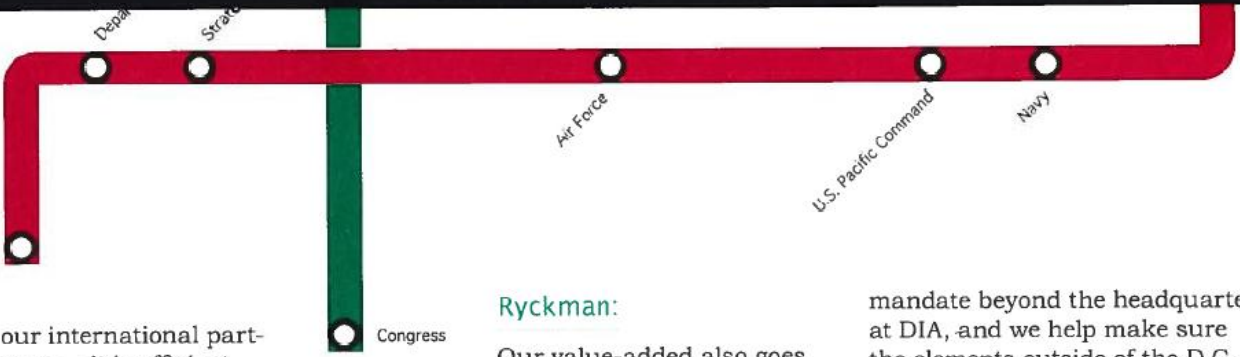
So that's marketing, and then there's delivering. If we don't deliver, if we don't demonstrate that we are a benefit to people and a positive change, then the marketing won't make any difference. At the end of the day, it's getting word out about who we are and what we do, and then making sure we are value-added to the enterprise.

That gets to my last question: what would you say is the DIOs' value-added in today's threat environment?

Handy:

Having a single point of contact is just efficient. With all the consumers that we have — from the White House, to the Office of the Secretary of Defense (OSD), to the office of the Director of National Intelligence, to


Senate Select Committee on Intelligence
POTUS
ections
U.S. Central Command
Resources
Counterterrorism
U.S. Strategic Command
U.S. Africa Command
International Security Assistance Force
U.S. Transportation Command



our international partners — it is efficient for all their questions about one region to come to one person or one small group of people who can answer their inquiries. In a fast-moving world, and one that's beset with conflict, we have to be able to move quickly.

The virtue of the DIOs is that we're small. We don't have hundreds of people — we can reach out to hundreds of people for an answer, to be sure — but we don't have to go through the nightmare of staffing, writing papers, formatting and on and on. We can actually answer in an email to a senior, and we do. That is appreciated. If the National Intelligence Council, OSD or the NSS asks us for an opinion, they can call us or email us, and they're done. They have now the defense position on the issue.

> "If we're looking for the next generation of people coming up, we want to encourage them to range widely across disciplines — that's the way to become a senior and a DIO."
>
> *— Mark Handy, DIO for Eurasia*

Ryckman:

Our value-added also goes back to having an entity that can look across the enterprise. We reduce the potential for things to fall through the cracks and reduce the potential for unintentional negative impacts due to shifts in resources.

I have to keep going back to the fact that the enterprise also includes the combatant commands, and we play a huge role in integrating them into the bigger picture. There has been a bit of a disconnect in the past. There was an official joining of the commands within DIA, but I don't know that it was ever completely operationalized. We help do that by not only bringing the commands into the enterprise analytically on issues, but also making sure that their collection and resource issues are represented. We have a broader look and the mandate beyond the headquarters at DIA, and we help make sure the elements outside of the D.C.-metro area are able to do what they have to do.

Rosenthal:

Back to the part of your question about today's environment, in a time of resource constraints, a large part of our value is advising leaders in the IC on where to assume risk and preserve relevance. Clearly there are fiscal constraints, and there will be more in the future, the DIOs play a role in ensuring that cuts are in the interest of the agency and the broader national-security picture.

Asmar:

The way I see it, the DIOs before this guidance and the DIOs now are about getting DIA's contributions to the IC and to our customers better refined and more directly there. The idea is that the DIOs — by having this connectivity to our customers and to our IC brethren — permit us to go back to the collection and analysis elements of DIA and make sure that they're better attuned to the questions that the decision-makers want answered.

FORGING Educational Partnerships across Borders

By Richard Owens and Dr. Mir Sadat, MC

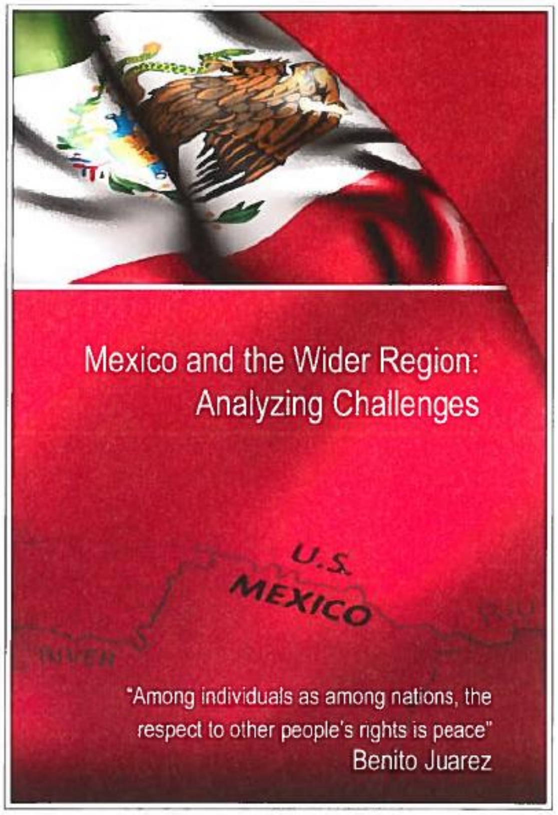
The National Intelligence University and the Directorate for Human Capital (HC) hosted an interagency seminar on Mexico and the wider region for intelligence and law enforcement professionals.

In February DIA's Center for Language, Regional Expertise and Culture (LREC) and the National Intelligence University's (NIU's) College of Strategic Intelligence hosted a geostrategic intelligence seminar on Mexico and the wider region.

The second LREC-NIU partnership of its kind, the three-credit, post-graduate course educated 22 mid-career Mexico intelligence and law enforcement professionals from DIA; U.S. Northern Command; U.S. Special Operations Command; the departments of State, Homeland Security and Justice; the armed services; the National Security Agency; and the National Geospatial-Intelligence Agency.

The University of San Diego, San Diego State University (SDSU) and the Department of the Navy's Fleet Intelligence Training Center, all located along the nearly 2,000-mile U.S.-Mexico border, hosted the event, which included numerous local academics and experts from the region. The seminar occurred during the third iteration of Exercise 24 Mexico at SDSU — a humanitarian assistance and disaster relief exercise with real-world components.

The 10-day program delivered 34 sessions on a multitude of topics ranging from the BP oil spill in the Gulf of Mexico to U.S.-Mexico military-to-military relations. Seminar curriculum concentrated on intelligence priorities identified in the Unifying Intelligence Strategy for Mexico and emphasized judicial reform and social issues, such as femicide and trafficking of persons.


Mexico and the Wider Region:
Analyzing Challenges
U.S.
MEXICO
"Among individuals as among nations, the respect to other people's rights is peace"
Benito Juarez

The program included addresses from DIA Deputy Director David Shedd, former U.S. Coast Guard National Incident Commander ADM Thad Allen, FBI Assistant Director for Intelligence Eric Valez-Villar, Mexico Defense Attaché COL Daniel Alabre and the Director of National Intelligence's Deputy National Intelligence Manager for the Western Hemisphere James Geithman. The seminar also included perspectives from four Mexican nationals, two military flag officers and two academics from the Universidad Nacional Autónoma de México. Speakers presented their firsthand experience and views on Mexico challenges and opportunities.

The interagency environment, thoughtful presentations and discussions, practical exercises, and written deliverables all served to enrich the participants' academic understanding of the major issues in the region. NIU is well placed to play a leading role in extending graduate-level education to intelligence professionals and hopes to continue such interagency endeavors with LREC for the benefit of the intelligence community.

SITES of DIA

Have you ever walked by something in the building and wondered what it was and where it came from? The Communiqué and History Office staff are highlighting a few of the many sites of DIA. If you have one to add to our list — whether at DIA Headquarters or elsewhere — contact Christina Cawley at 202-231-0818.

The Vernon Walters Room

The National Intelligence University's Vernon Walters Room on the third floor of DIA Headquarters contains numerous photographs, awards and presidential correspondence from LTG Vernon Walters' extraordinary half-century career in intelligence and public service. Gifted to the university in 2001 after his passing, the artifacts that line the cases of the room reflect Walters' time as military attaché in Rio de Janeiro, Rome and Paris, accomplished linguist for five U.S. presidents, deputy director of central intelligence, and ambassador to the United Nations and Germany.

L.T. GEN.
V. A. WALTERS

The Communiqué staff talked with three of the agency's departing "legacies" and asked them to share their experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Dana Black at 202-231-0813.

Michael KUHN, FE

How long have you been with DIA, and where have you worked within the agency?

I arrived in Washington, D.C., for my first assignment to DIA the night before Sept. 11, 2001. My first assignment was while on active duty as a Navy captain, serving as the vice executive director in the Defense Human Intelligence (HUMINT) Service. In June 2003 I was transferred to Stuttgart, Germany, to be chief of Field Operating Base - Europe (FOB-E). During that tour I was deployed to Iraq as the first chief of Contingency Operating Base - Iraq (COB-Iraq) . Soon after returning to FOB-E, I retired from the Navy and was hired as the vice director for HUMINT Operations. With the creation of the Defense Counterintelligence and HUMINT Center (DX), I became the vice director for defense HUMINT. In July 2009 I was reassigned to my present duty as the deputy chief of the Office of the Chief Financial Executive (FE).

What are your fondest memories with the agency?

My deployment to Iraq and seeing the significant achievements of DIA in the war zone are my fondest memories. It was a privilege to lead and observe the brave and highly professional men and women in such a difficult and dangerous environment. I also had the opportunity to be in charge of our detachments in Bosnia and Kosovo, as well as visit our operations in Afghanistan. The agency's achievements in these areas were exceptional.

What lessons did you learn throughout your career that you would pass on to others?

Deploy! It will provide you a perspective that you will never get anywhere else. You will truly learn and see first-hand what support to the warfighter really means, and nowhere else will you see intelligence making such an immediate and critical impact.

What would you consider to be your greatest contribution to DIA?

I would say that great contributions come from leaders who recognize and champion the ideas put forward by those that work for them. In this regard, our greatest contribution was creating a premier HUMINT training program, which was the accumulation of the great ideas and efforts of many of my colleagues. Comparing the skill sets of the collectors that worked for me at COB-Iraq in 2004 to present, there has been a significant improvement in tradecraft and mission success. Most notably, we improved without the loss or capture of any collector in a very dangerous environment — and this holds true for our Balkan and ongoing Afghanistan operations.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

The Iraq and Afghanistan wars and DIA's role in supporting the nation's efforts. These wars really changed us from a U.S.-based support organization to today's forward-deployed combat support agency.

Photo courtesy of Michael Kuhn

At the end of his retirement celebration Jan. 13, Michael Kuhn , left, transfers his duties as deputy chief of FE to John Powers.

Do you have any final words of wisdom you would like to share?

Remember: we are an agency, not just one directorate or special office. It takes enablers and operators to make the agency work successfully. Being the deputy chief of FE, I had the opportunity to see the agency as a whole and witness the critical role each part plays in our success. Often lost, especially during budget cuts, is the symbiotic nature of our offices and directorates — it is truly "One mission. One team. One agency."

I spy with my little eye something ... at the lunch table.

Director LTG Ronald Burgess Jr. and Deputy Director David Shedd hosted a luncheon with French Military Intelligence Director Gen. Didier Bolleli Feb. 2. The bottom picture has been altered. The differences are subtle; can you spot all 10 changes? The answers will run in the April 26 InterComm.

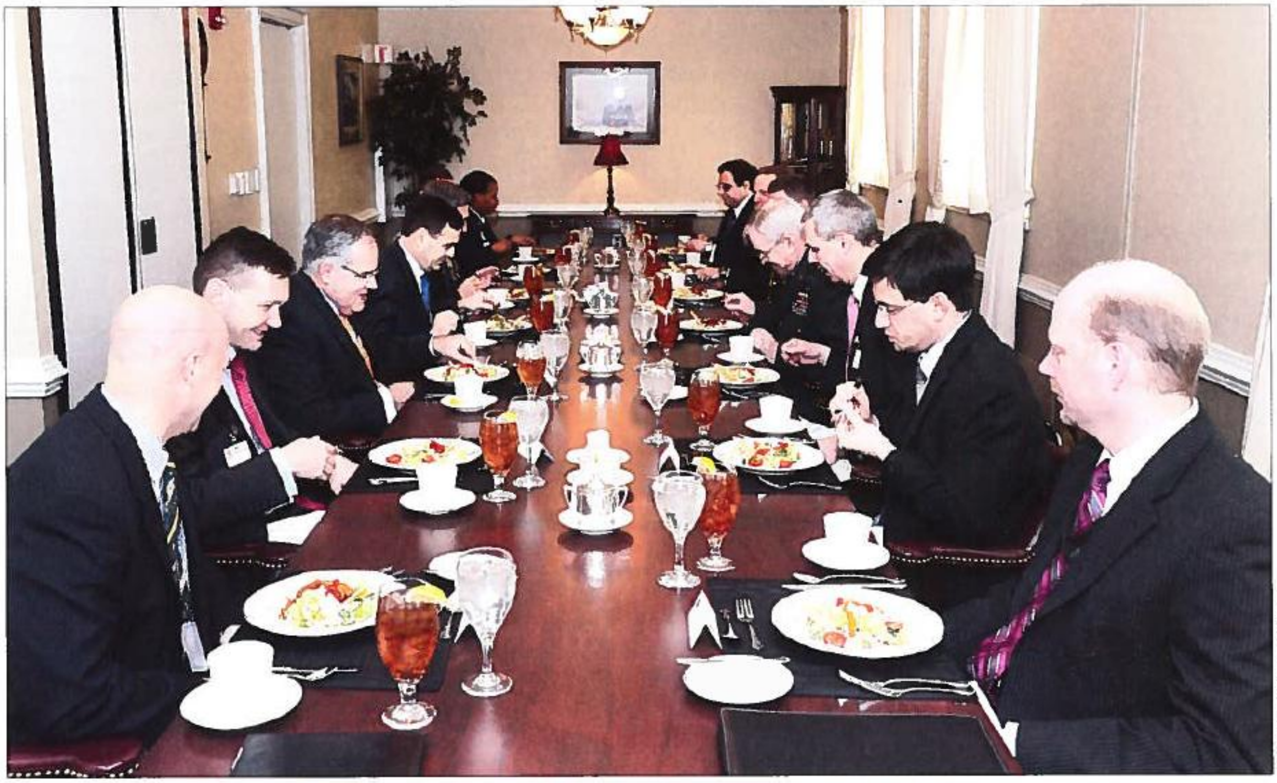
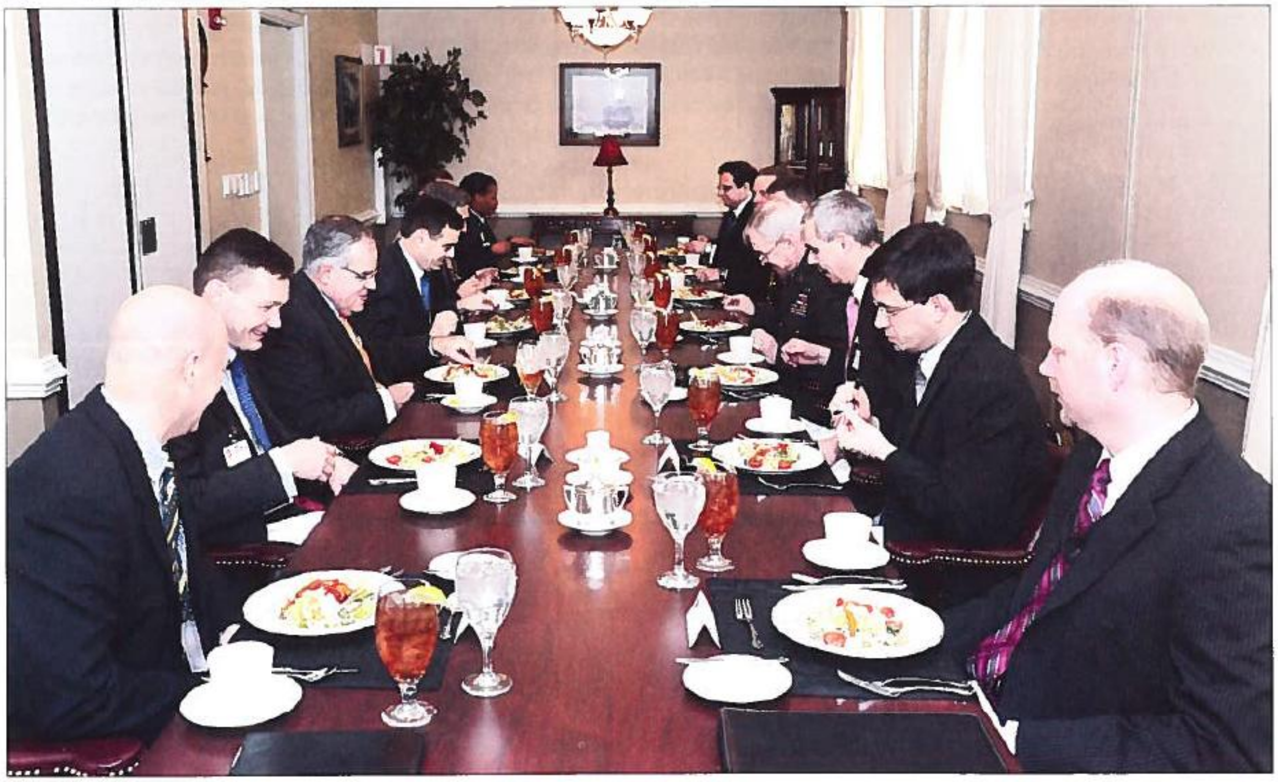


Photo by Murray Milton



on the HORIZON

events for MAY, JUNE & JULY 2012

MAY

Asian-Pacific American Heritage Month

National Physical Fitness and Sports Month

May 2 Distinguished Speaker Series with former DNIs Amb. Negroponte, ADM Blair and VADM McConnell, 10:30 a.m., Tighe Auditorium

May 5 Cinco de Mayo

May 8 Defense Intelligence Capabilities Expo, Capitol Hill

May 11 Family Action Council open house, 10 a.m. – 2 p.m., DIA Headquarters

May 13 Mother's Day

MOM
Happy Mother's Day

May 14 Blood Drive, 9 a.m., Conference Center

May 16 Defense Intel Alumni Association Half-way Day, Conference Center

May 16 Spring Leisure and Travel Expo, 10 a.m., DIA HQ Missile Lobby

May 19 Armed Forces Day

May 22 – 25 Intelligence Assessments Conference, DIA Headquarters

May 23 DIA Morale, Welfare and Recreation Annual Spring Golf Tournament, 2:30 p.m., Fort Belvoir Gunston Golf Course.

May 24 DIA Memorial Day Observance, 11 a.m., Patriots' Memorial

May 28 Memorial Day

May 30 Distinguished Speaker Series with GEN Stanley McChrystal, 10 a.m., Tighe Auditorium

JUNE

June 1 Submission deadline for Torchbearer's Hall nominations

June 5 Senior Military Intelligence Officers Conference, DIA Headquarters

June 7 Asian-Pacific American Veterans Event, noon, Conference Center Side A

June 14 Flag Day

June 14 237th Army Birthday

June 17 Father's Day

June 19 – 21 4th Annual Defense CI and HUMINT Conference, Tampa

June 20 First Day of Summer

June 27 – 29 Global Defense Collection Managers Conference, NGA Campus East

JULY

July 2 Pre-Fourth of July Picnic and Ice Cream Social, 11 a.m., DIA Headquarters and Reston

July 4 Independence Day

July 9 – 13 Department of Defense Counterintelligence Conference, DIA Headquarters

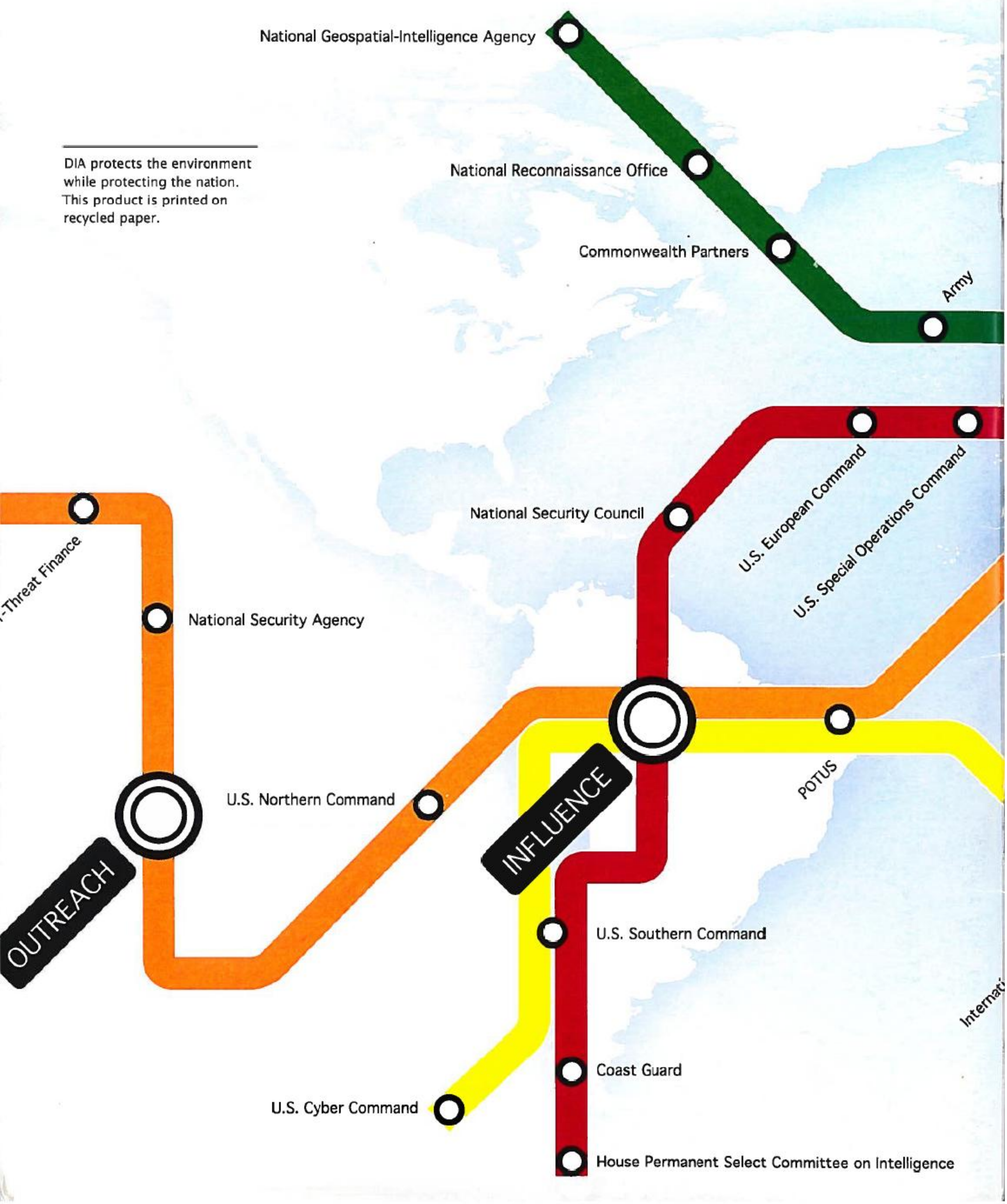
July 24 DIA Change of Command Ceremony, DIA Headquarters

July 25 – 27 DIA Senior Representatives Conference, DIA Headquarters

July 26 National Military Intelligence Association CI Symposium, Tighe Auditorium

For further information or updates concerning these events, please refer to the Internal Communications website.

DIA protects the environment while protecting the nation. This product is printed on recycled paper.


National Geospatial-Intelligence Agency
National Reconnaissance Office
Commonwealth Partners
Army
National Security Council
U.S. European Command
U.S. Special Operations Command
-Threat Finance
National Security Agency
U.S. Northern Command
OUTREACH
INFLUENCE
POTUS
U.S. Southern Command
Internati
Coast Guard
U.S. Cyber Command
House Permanent Select Committee on Intelligence